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## Article

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Pakistan Journal of Commerce and Social Sciences (PJCSS)

## Provided in Cooperation with:

Johar Education Society, Pakistan (JESPK)

*Suggested Citation:* Mahmood, Asif; Sahar, Arooj (2017) : Impact of psychological empowerment and perceived career support on employee work engagement with the mediating role of affective commitment, Pakistan Journal of Commerce and Social Sciences (PJCSS), ISSN 2309-8619, Johar Education Society, Pakistan (JESPK), Lahore, Vol. 11, Iss. 3, pp. 1084-1099

This Version is available at:

<https://hdl.handle.net/10419/188330>

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## **Impact of Psychological Empowerment and Perceived Career Support on Employee Work Engagement with the Mediating Role of Affective Commitment**

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### **Abstract**

The ultimate plan of this study is to explore and examine the mediating influence of affective commitment while reviewing the impact of psychological empowerment and perceived career support on employee's work engagement. To test the hypotheses empirically, the regression analysis was conducted by collecting data from employees belonging to telecom sector. Our findings suggest that affective commitment partially mediates the positive effects of psychological empowerment and perceived career support in the prediction of employee work engagement. The study explored first time the mediating role of affective commitment in relationship of psychological empowerment and employees' work engagement. The study discloses practical suggestions for management of telecom sector, it also discusses the limitations of the research and it also gives direction for future studies.

**Keywords:** psychological empowerment, perceived career support, employee work engagement, affective commitment, employee empowerment, work engagement.

### **1. Introduction**

Employee engagement is an emerging concept which is considered an essential and critical element in the success of a business (Strom et al., 2014). The tendency to research on the employees' relationship with their organizations has been increased rapidly, and the concept of employees' engagement in their works is one of them (Bakker & Leiter, 2010, Rothbard & Patil, 2010). Employees' engagement is positively related with several individual and organizational outputs, e.g., productivity and turnover of business, improvement or citizenship behavior of an organization, effectiveness of management and customer satisfaction (Blomme, et al., 2015). On other side, disengagement of employees in their work causes reduction in productivity and increase in cost (Suk, et al., 2015). There are many other statistical evidences, which show that employee engagement is related with different individual and organizational outputs (Geeth & Sebastian, 2014). Employee engagement has risen as crucial and important factor for a success of a

business (Slatten & Mehmetoglu, 2011). Scholars have discussed and found that employee engagement at high level has direct (positive) influence on employees well-being (satisfaction) and negatively (inversely) associated with their intention to quit job (Schaufeli & Bakker, 2004). According to Saks (2006), job engagement has positive influence on the employees' satisfaction with their job, commitment of employees with their organization, and negative impact on burnout. There is a need to research those factors that affect employees' engagement thereby enhancing the performance of an organization (Blomme et al., 2015). Now, a question arises how to engage the employees? So, the main objective of this study is to explore the factors affecting employees' engagement along with mediating impact of affective commitment (EC) in relationship of these factors with Employee's Work Engagement (WE). The study addressed first time the mediating role of affective commitment in relationship of psychological empowerment and employees' work engagement. The research is conducive for the management of telecom sector to establish the effective career path and take some effective steps to empower employees' psychologically as it is very important for the success of an organization (Geeth & Sebastian, 2014).

## 2. Literature Review

The study under consideration has been grounded on various complementary theoretical foundations. The *needs-satisfying approach* elaborates that engagement of employees is connected with three physiological state of affairs (Kahn, 1990): meaningfulness (feelings for return on investment) psychological safety (feeling to show one's self without fright of negative cost), and availability (Belief to have the physical and mental assets to connect self at work). Similarly, *Job Demands-Resources theory* (JD-R) (see Bakker and Demerouti, 2008), resources make employees active, support their persistence, and focus them on their struggles. Whereas, the *affective shift model* assumes that negative and positive effects have essential function for employees' engagement as an employee moves from one work to another during the whole day, and he has to face different events during working hours (Sonnentag, et. al., 2010). And, most importantly, *social exchange theory* discusses that associations at work develop over time into gullible, faithful, and common commitments as long as all concerned parties stand by repayment rules, i.e., when employees are paid different resources (e.g., a handsome salary, gratitude, and opportunities for promotion) they respond as "repaying" the organization.

Jauhari et al. (2017) explain that practical attitude of people at work is highly becoming a serious part of work performance in vibrant and decentralized organizations. The growing attention in practical attitude is justified given the insufficiency of conventional models which oblige the workers to follow directions, work descriptions, and instructions in influencing valued job results. The proactive behavior of workers is a significant field of customer services delivery, which has not obtained enough interest from firms' scientists. The domain of customer services delivery, where the workers familiarize themselves for changing of circumstances, predict new confronts and modify solutions for the customer, the practical behavior is very significant than regular and arranged behavior. Gupta et al. (2016) suggested that the observations of workers along with services and assistances direct to optimistic workers' behavior and attention.

Wang & Liu (2015) stated that sketch on the ground of optimistic psychology that concerns about healthiness as well as comfort is an optimistic, satisfying, work-related

condition of intelligence which in turn is characterized by vigor, commitment, and combination. Vigor is further characterized by high levels of force, and psychological flexibility as motivation in the face of complexities. Scrima et al., (2014) illustrated that at the time of economic complexities, it is mainly significant for firms to have a labor force which is dedicated to organizational objective. Keep up of loyal employees may guarantee for not only that an owner holds his talent for uncertain periods, but also that the talented workers will be ready to make the extra struggle desired to assure company survival. In these situations, the employees are frequently required to create a bigger struggle to develop efficiency. Poon (2013) described that the idea of workers labor engagement has attracted the attention of academia as well as the society. Work engagement is a sign of eudemonic comfort which is 'emotional performance that goes ahead of pleasure to take in results like logic of meaning, energy, and wellbeing'. It is supposed to be a significant part of human being and organizational routine results, and this faith is maintained by the research. Given its function in the routine equation, it is significant to recognize that why some citizens employ themselves in their efforts, while others be unsuccessful to do so?

### *2.1 Employee Engagement*

Employee engagement is very significant and growing concept in the field of organizational psychology, business, HRM and management (Wollard & Shuck, 2011). The concept of job engagement is considered as the attachment of managerial members' behavior towards their job responsibility. In work attachment, people utilize and articulate their character, emotions and physical behaviors at the time of role performance. While in disengagement, employees protect their character, emotions and physical behaviors at the time of role performance, and extract themselves from the situation. Three essential psychological situations are mentioned for engagement of employees which are: psychological security, emotional meaningfulness and psychosomatic accessibility (Kahn, 1990). The effects of these three psychosomatic conditions on work engagement have been inspected by May et al. (2004). The outcome of the study show that psychological conditions reveal considerable optimistic relationships with work engagement.

Burnout literature provides an imperative involvement in the progression of workers engagement during job, explaining workers engagement as an optimistic case of burnout (Maslach et al., 2001). They also mention that workers attachment is described by effectiveness, power and participation, which are the opposite extent of the three burnouts: incompetence, tiredness and pessimism. Work engagement can be evaluated by the reverse model of scores on the Maslach Burnout Inventory–General examination (MBI–GS) magnitude as burnout is a deteriorated form of work engagement (Maslach and Leiter, 1997).by explaining work engagement and burnout as opposite posts of different ranges which are completely enclosed by the MBI. On the contrary, Schaufeli and Bakker (2004) state that work engagement and burnout are not two opposite ranges but are unhelpfully connected self-determining situations of mind. They also described that effective measurement of work engagement is not possible by the opposite outline of MBI scores, as they are not equally selected and ideal states. Work engagement is positive state of mind satisfying the requirements of job and is described by *incorporation, energy* and *devotion*. Incorporation is described as workers with full focus and being happily immersed in the job, and workers find complexities in flaking

themselves from work. Energy is described as high level of vigor and intellectual flexibility while doing job, having determination while facing difficulties and devoting exertions willingly. Whereas, devotion is to have a sagacity of challenge, satisfaction, motivation, eagerness and significance. The essential attributes to the concept of work engagement, captured through this approach, are vigor (energy), eagerness (devotion) and participation (incorporation). According to this approach, work engagement is an independent construct having no relation with burnout. The description of work engagement is mostly referenced by Schaufeli and Bakker (2004), and Kahn (1990). Both authors have the same point of view on the demonstration of work engagement: physical energy, cognitive incorporation and emotional devotion (Welch, 2011). One main obsession in literature of engagement is relationship among employee engagement and additional constructs like job association, managerial citizenship activities and executive dedication. A lot of theories and research consider engagement as a unique element in work progress. But review of current literature implies that there is need to explore that composite procedure of engaging the employee on a workplace (Geeth & Sebastian, 2014).

## *2.2 Perceived Career Support*

Employees' opinion towards their organization that how much their organization cares about their career needs and aspects of perceived managerial support is known to be Perceived Career Support (Kraimer & Wayne, 2004). The main focus of this study is based on workers' perception towards careers support because it determines their reaction after experiencing perception of job instead of ideal characteristics of the work (Hackman & Lawler, 1971). Career support will have modest straight consequence on the attitude and activities of workers if no career support is professed by workers. JD-R model of work engagement shows that resources like social support of supervisors and coworkers generates a motivational progression which magnifies work engagement which in turn gives better performance outcomes, along with encouraging environment like giving value to the employees, motivation to work together (Kraimer et al., 2011). Supervisor support and social support like perceived managerial support are prognostics of work engagement shown by many researchers (e.g., Rich et al., 2010). Perceived managerial support is considered completely related to work engagement in recent history of job engagement researches (Rich et al., 2010). It is also confirmed that supportive environment like giving worth to the employees and inspiration to work together is helpful in the engagement of employees (e.g., Crawford et al., 2010; Nahrgang et al., 2011). The organizations where employees believe that their career needs and development are fulfilled, and being cared by the organization are seen more job engaged than those where workers feel insecure about their needs. The reason behind this is by this support of organization, workers believe that they are valued and cared by the association. When they believe so, workers will feel safe, allowing them to focus fully on their responsibilities, entrust their time and vigor to perform their job, and move toward their work with passion. In sum, perceived career support is important for experiencing energy, devotion, and incorporation which is basically work engagement (e.g., Heijden et al., 2009). Executive professional administration practices to foresee career growth (e.g., De Vos et al., 2009), and managerial support for progress to foresee job presentation when perceived career opportunity within the association was elevated (e.g., Kraimer et al., 2011). Based on these arguments, we can propose:

- **H<sub>1</sub>:** Perceived career support has positive relationship with work engagement.

### *2.3 Psychological Empowerment*

Conger and Kanungo (1988) define the term empowerment as “a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information”. Geeth and Sebastian (2014) elaborated that employee empowerment is known as a necessary element, which contributes to the success of an organization. Conger and Kanungo (1988) put motivational dimension to empowerment. Empowering the employees including job security, growth chances and rewards lead to their satisfaction, which ultimately has positive influence on the outcome of the organization (Lau & May, 1988). Past studies and scholars have depicted that security for job and rewards to the employees on their best deeds bring the psychological empowerment (Bordin et al., 2007). It is very necessary to empower the employees for their quick response in positive direction due to environmental changes (Geeth & Sebastian, 2014). Researchers have not only discussed but also found that empowering the employees brings the job enrichment (Geeth & Sebastian, 2014). The job enrichment is a factor which brings the motivation in employees, job satisfaction, performance, and it also helps in decreasing turnover intention as well as to low the absenteeism (Geeth & Sebastian, 2014). The psychological empowerment has positive impact on commitment as well as on employee engagement (Albrecht & Andreeetta, 2011). Geeth and Sebastian, (2014) depicted that the employee engagement can be increased by empowering the employees psychologically.

### *2.4 Dimensions or Facets of Psychological Empowerment*

At the latter half of 1990, Thomas and Velthouse discussed that empowerment is motivation to complete task with the composition of four dimensions: competence, impact, meaning and self-determination. By taking the same concept, Spreitzer (1995) posited that psychological empowerment is a construction of motivation to do work, and that motivation is a composition of impact, meaning, self-determination and competence. The environment of an organization affects these dimensions of empowerment (Thomas and Velthouse, 1990). May et al. (2004) argue that among them ‘meaning’ is very important dimension as it is a technique that advances the motivation of the employees and increases their attachment with their work resulting in engagement to their works. Another dimension of psychological empowerment is competence, which is also known as self-efficacy, and it is the belief of an employee in his/her abilities to perform work activities with his/her skill (Gist, 1987). There is a high and strong relationship between competence and employee’s engagement with his work (Maslach et al., 2001). On the other hand, self-determination demonstrates the self-efficiency of employees to initiate and continue work activities (Spreitzer, 1995).

### *2.5 Psychological Empowerment Relation with Employee Work Engagement*

Workers Empowerment (Pfeffer & Viega, 1999) has been given importance by researchers to improve the functioning of organization. Workforce with determination is required for companies to be effective and efficient. In order to have such work force, companies must provide their workers with psychological empowerment (enablement). This is because companies’ goals may not be achieved without psychological empowerment of workers. Psychological empowerment of workers will bring an encouraging transformation in feeling, thought (perception) and

conduct of employee that will ultimately bring a positive effect in capability to put back the satisfaction of one's needs, value orientation, enhanced confidence, self-efficiency in addition to improved psychological comfort (Oladipo, 2009). Kanter (1977) worked on the probable part of empowerment in optimistic job performance containing work engagement. According to Kanter, the workers will feel empowered when they feel that their job conditions are providing them the prospects for approach to authority required to perform their job tasks in addition to the chances for progress and advancement. As per the Kanter's model of empowerment, the focus is on the permitting environment or entrance to empowerment make-ups that comprises chances of growth, access to knowledge / info, encouragement (financial and moral support) and resources. Researchers (such as Sarmiento et al., 2004) who examined the Kanter's replica have fostered measures that take these empowerment make-ups as explained by Kanter. The claim is that workers who sense themselves as having approach to such openings / prospects manage to devote in vocation. This helps them achieve individual progression and advancement, whereas others who have reduced chances of growth, show low self-confidence and manage to devote less in their duty/task causing low ambitions, and demonstrate fewer optimistic job performance (Sarmiento et al., 2004). So it can be said that only highly empowered workers are extremely determined workers. This determination is due to the effect of their insights concerning the work environment. Therefore, it is not just the provision of empowered situations that brings in effective devotion and other optimistic job results but the viewpoint of persons about the conditions of job also has influence on their self-assessment. Thus, to comprehend completely the structure by which empowerment affects job results such as engagement, it is necessary to go beyond the Kanter's model and the successive approaches implemented by former scholars that concentrated on the empowerment of environment or opportunities (e.g. Cho, et al., 2006; Sarmiento et al., 2004). One must comprehend the role of the psychological condition of the persons which drives them to act. The conceptual framework of empowerment provided by Thomas and Velthouse (1990) and additional elucidation by Spreitzer (1995) to highlight the significance of the psychosomatic element of empowerment in generating the essential enthusiasm for optimistic job performance is pertinent in identifying the connection amid empowerment and work engagement. Though Conger and Kanungo (1988) explained empowerment being the inspirational notion of self-efficiency, but according to Thomas and Velthouse's (1990) claim empowerment is multidimensional, and that its crux cannot be engaged by a single view. They presented a comprehensive meaning of empowerment as 'improved intrinsic job inspiration demonstrated in a set of 04 cognitions exposing any person's emphasis to his job task'. These 04 cognitions comprise: significance, competency, independence and influence. Spreitzer (1995) used this cognizance to explain psychological empowerment. She contended that these 04 cognitions chain additively to produce a general concept of psychological empowerment. This entails that the dearth of any particular element will reduce, but will not entirely exclude, the total extent of the empowerment sensed (Spreitzer, 1996). Thus:

- **H<sub>2</sub>:** Psychological empowerment has positive relationship with work engagement.

#### *2.6 Affective Commitment and its Mediating Role*

There are three forms of the commitments: affective commitment, normative (obligation) and continuance commitment (feelings of pressure) (Meyer & Allen, 1991). In this study,

the affective commitment has been taken rather than other commitments. Affective commitment contains the intrinsic motivations, so it has more positive behaviors and attitudes as compared to other two forms of commitments (Grant, Dutton, & Rosso, 2008). Moreover, researchers have found more correlation of affective commitment with work performance rather than other commitments (see Meyer, et al., 2002 for a meta-analytic review). Meyer and Matlin (2010) found that all forms of the commitments (Normative, continuance and affective) have relationship with employees wellbeing.

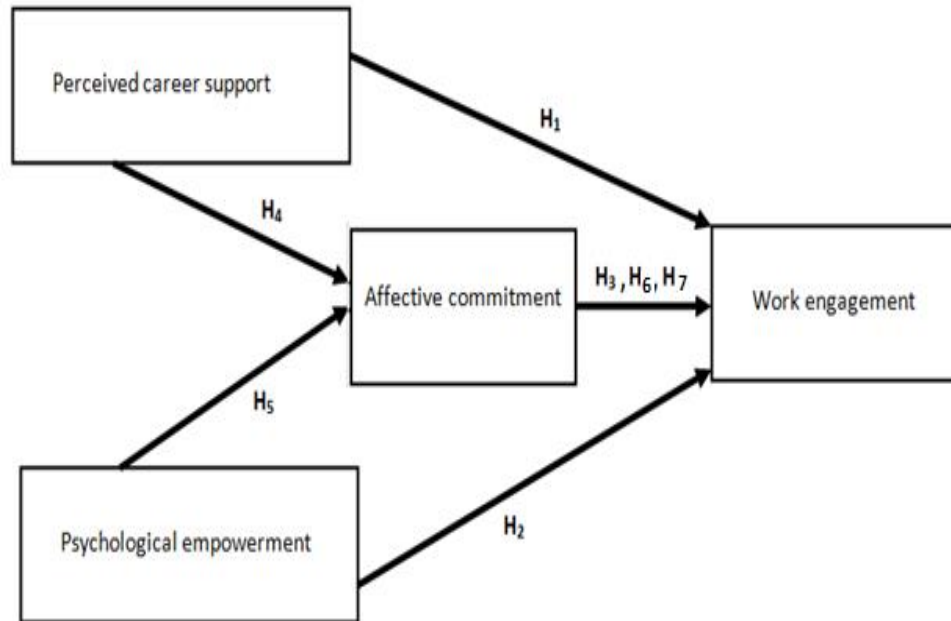
The affective commitment is a psychological identification of an employee that contains his emotional involvement and attachment with the organization (Allen & Meyer, 1996). According to Allen and Meyer, the affective commitment is an emotive connection of a person to the firm and recognition through organization. Thus, the dedicated, determined and dependable staff is considered as a basis of competitive edge for the companies in present era. It is very sad that companies often fail to get maximum advantage from their workers. So, enablement (empowerment of workers) is considered as the major test of administrators in the present time. Owing to these challenges, administrators should make companies in such a manner that every individual feel himself powerful because a dedicated and capable staff is considered as a key factor for the success of the companies now a days. Empowerment is basically a gadget for provision of certain powers to workers for performance of various tasks openly in the best interest of the organization without going into long (time consuming) approval procedures (Mogheli et al., 2009). Lee & Teo, (2005) indicate that empowerment is a blend of psychological conditions of assistants in which juniors distressed by use of empowerment actions taken by managers.

The psychological empowerment has positive impact on commitment as well as on employee engagement (Albrecht & Andreeetta, 2011). This discussion shows that on one side, psychological empowerment has positive association with commitment and, on the other side, it also has positive impact on employee engagement. Therefore, the affective commitment is playing a mediating role between the relationship of psychological empowerment and employee engagement. Bakker and Schaufeli (2008) argued that perceived support career fetch intrinsic feelings (affective commitment) in employees, which further brings employee engagement. Therefore, it can be predicted that affective commitment has also mediating role between the relationship of perceived support career and employee engagement. June (2013) discussed that there are several reason causing mediating role of affective commitment may be expected, theoretically and empirically, between the relationship of perceived support career and employee engagement. Therefore:

- **H<sub>3</sub>:** Affective commitment has positive relationship with work engagement.
- **H<sub>4</sub>:** Perceived career support has positive relationship with affective commitment.
- **H<sub>5</sub>:** Psychological empowerment has positive relationship with affective commitment.
- **H<sub>6</sub>:** Affective commitment has mediating role between the relationship of perceived career support and work engagement.
- **H<sub>7</sub>:** Affective commitment has mediating role between the relationship of psychological empowerment and work engagement.



### 3. Theoretical Framework



Conceptual framework is elaborating the influence of both explanatory variables (Perceived Career support and Psychological empowerment) on mediating variable (affective commitment) and dependent variable (Work engagement). Moreover, affective commitment (Mediator) is showing influence on work engagement. All conditions for mediating role of affective commitment are fulfilling in relationship of perceived career support and psychological empowerment with work engagement.

### 4. Methodology

The primary data were gathered from employees of telecom sector in Pakistan. The target population of the study was a big city of Pakistan i.e. Lahore, as the employees of the telecom firms situated in this city have been taken into account. 350 questionnaires consisting of 5-point likert scale have been distributed to the respondents, 317 have been received back and only 303 were in usable form. The questionnaires adopted from previous studies such as the questionnaires for employee's engagement (Avery, Derek R., David C. Wilson, and Patrick F. McKay, 2007), for affective commitment (Masterson, Suzanne S., 2001), for perceived support career (Kraimer, Maria, Scott Seibert, and Sandy Wayne, 2011) and for Psychological empowerment (Zhang , Xiaomeng , and Kathryn M. Bartol, 2010). Regression analysis applied by using the following regression equations as the data for each variable were stationary at I(0) (At level). However, before applying regression analysis the reliability of each variable has been confirmed that it is at acceptable level i.e. the value of Cronbach alpha is 0.7 (Nunnally, 1978).

Effect of independent variables and mediator on Work engagement:

$$WE = \beta + \beta_1 PCS + \varepsilon_1$$

$$WE = \beta_2 + \beta_3 EC + \varepsilon_2$$

$$WE = \beta_4 + \beta_5 PE + \varepsilon_3$$

Effect of independent variables on mediator:

$$EC = \beta_6 + \beta_7 PCS + \varepsilon_4$$

$$EC = \beta_8 + \beta_9 PE + \varepsilon_5$$

Mediating effect of mediator (EC) between the relationship of (PCS) and (WE):

$$WE = \beta_{10} + \beta_{11} EC + \beta_{12} PCS + \varepsilon_6$$

Mediating effect of mediator (EC) between the relationship of (PE) and (WE):

$$WE = \beta_{13} + \beta_{14} EC + \beta_{15} PE + \varepsilon_7$$

WE= Employee’s (Work) Engagement, PCS= Perceived career support, PE= Psychological empowerment, EC= Affective Commitment, ε = Error term

**5. Results and Interpretation**

**Table 1: Descriptive Statistics**

| Descriptive Statistics |     |         |         |        |        |           |      |           |      |
|------------------------|-----|---------|---------|--------|--------|-----------|------|-----------|------|
|                        | N   | Minimum | Maximum | Mean   | S. D.  | Skewness  |      | Kurtosis  |      |
|                        |     |         |         |        |        | Statistic | S.E  | Statistic | S.E  |
| PCS                    | 303 | 3.83    | 5.00    | 4.5352 | .35192 | -.121     | .140 | -1.337    | .279 |
| PE                     | 303 | 4.00    | 5.00    | 4.5171 | .26919 | .357      | .140 | -.891     | .279 |
| EC                     | 303 | 3.88    | 5.00    | 4.5301 | .30478 | -.007     | .140 | -1.155    | .279 |
| WE                     | 303 | 3.50    | 5.00    | 4.6117 | .26413 | -.542     | .140 | .335      | .279 |

The results in table 1 are about the descriptive statistics, total 303 respondents have been taken into account. The mean value of perceived career support (PCS) is 4.5352, and this value is elaborating that the respondents are averagely agreed with the statements pertaining to PCS, however, dispersion in average response is 35.19%, measured by standard deviation. The respondents are agreed with the statements pertaining to psychological empowerment (PE), affective commitment (EC) and work engagement (WE) as the average responses for all these variables are more than 4. The dispersion in average responses for PE, EC and WE measured by standard deviation are 26.9%, 30.48% and 26.41% respectively. All the series except work employee’s engagement are negatively skewed and height of curve for all series except WE are platykurtic and leptokurtic for work engagement (WE).

5.1 Correlation Analysis

**Table 2: Correlation Matrix**

| Variables  | PCS    | PE     | EC     | WE |
|--|--------|--------|--------|----|
| PCS  | 1      |        |        |    |
| PE   | .430** | 1      |        |    |
| EC   | .557** | .532** | 1      |    |
| WE   | .190** | .342** | .240** | 1  |
| **. Correlation is significant at the 0.05 level (2-tailed). |        |        |        |    |

The table 2 is demonstrating the results for the correlation and reliability. The results show that all the variables have positive relationships to each other. Perceived career support has positive relationship with psychological empowerment (PE), affective commitment (EC) and work engagement (WE). Psychological empowerment also has positive and weak correlation with affective commitment and work engagement. Affective commitment also has positive and weak correlation with work engagement (WE). Furthermore, the relationships between independent variables is weak, which means there is no serious issue of multi-co-linearity (Abul, 2009).

5.2 Regression Analysis

The table 3 is elaborating the outcomes of the regression analysis, however, before applying the regression technique, reliability has been tested, which is showing that the reliability of each variable is at acceptable level, i.e., 0.7 (Nunnally, 1978). The reliability for perceived career support is 0.764 with 6 items, reliability for psychological empowerment is 0.704 with 9 items, and reliability for affective commitment is 0.734 with 8 items. The reliability for affective commitment has found as 0.776 with 12 items. The unit root test applied in each series, which is showing that the data is stationary at level, which leads to apply the regression (Ordinary least square) to explore the influence of explanatory variables on dependent variable. The problem of multi-co-linearity addressed with correlation; no strong correlation between explanatory variables (Independent variables) found, so there was no serious issue of multi-co-linearity. White test applied to address the problem of heteroscedasticity, which is showing that the variance in error term is constant so no problem of heteroscedasticity is there. Major assumptions of regression analysis have been fulfilled.

**Table 3: Regression Analysis**

| Co-efficients              |          |                |       |             |       |
|----------------------------|----------|----------------|-------|-------------|-------|
|                            | R-square | Sig of F-stat  | Beta  | t-statistic | Sig   |
| <b>Effect of PCS on EC</b> | 0.517    | Less than 0.05 | 0.557 | 17.516      | 0.000 |
| <b>Effect of PE on EC</b>  | 0.283    | Less than 0.05 | 0.532 | 10.888      | 0.000 |
| <b>Effect of PCS on WE</b> | 0.036    | Less than 0.05 | 0.190 | 3.350       | 0.001 |
| <b>Effect of PE on WE</b>  | 0.117    | Less than 0.05 | 0.342 | 6.319       | 0.000 |
| <b>Effect of EC on WE</b>  | 0.058    | Less than 0.05 | 0.240 | 4.290       | 0.000 |

**Table 4: Before and After Mediation Effect of EC**

| Before Mediation effect of EC                   |                  |                    |                 |              |      |             |      |
|---|------------------|--------------------|-----------------|--------------|------|-------------|------|
| Variables                                       | Change Statistic |                    |                 | Co-efficient |      |             |      |
|   | Change R-square  | Change F-statistic | Sig F-Statistic | Variables    | Beta | t-statistic | Sig  |
| <b>Predictors:<br/>(Constant), EC</b>           | .058             | 18.400             | 0.000           | <b>EC</b>    | .701 | 3.651       | .000 |
| After Mediation effect of EC between PCS and WE |                  |                    |                 |              |      |             |      |
| <b>Predictors:<br/>(Constant), EC,<br/>PCS</b>  | .019             | 6.291              | 0.013           | <b>PCS</b>   | .482 | 2.508       | .013 |
| After Mediation effect of EC between PE and WE  |                  |                    |                 |              |      |             |      |
| <b>Predictors:<br/>(Constant), EC,<br/>PE</b>   | .064             | 21.942             | 0.000           | <b>PE</b>    | .299 | 4.684       | .000 |

The table 4 is depicting the outcomes of regression analysis in which the results are showing that PCS, EC and PE have their significant influence on WE, and similarly the EC has significant effect on WE and so all the conditions to investigate the mediation effect of EC are fulfilled (Baron & Kenny, 1986). Afterwards, the results of mediation effect are showing that the affective commitment (EC) has partial mediation between the relationship of perceived career support and employee’s work engagement (WE). The results are showing that after including mediator, the results are significant (P-value is less than 0.05), which means there is no full effect of mediation, and it has its partial mediation between the relationships. Furthermore, the results are depicting that the affective commitment (EC) has partial mediation between the relationship of psychological empowerment (PE) and employee’s work engagement (WE). Thus, all the research hypotheses have been accepted.

**6. Discussion on Results**

The results showed that perceived career support influences the employees’ engagement. The social exchange theory supports the results, and the results also resemble with the discussion of Van der Heijden et al. (2009) who discussed that perceived career support (PCS) is very essential for the engagement of employees in their work. The discussion of De Vos, Dewettinck and Buynes (2009) is also supportive with the results of this study as they discussed that administration practices for career growth engages the employees in their work. The results are also in support of the discussion of Albrecht and Andreeetta, (2011) who stated in their work that psychological empowerment has direct influence on both commitment and employees’ engagement. The needs satisfying theory also elaborates that psychologically safe employees remain engaged with their work. Researchers have found that affective commitment is mediated partially between the relationship of perceived career support and work engagement. June (2013) also provided theoretical and statistical evidence for mediating role of affective commitment in relationship of perceived career support and employee’s work engagement. The results of the study also demonstrated affective commitment has partial mediating role between the

relationship of psychological empowerment and work engagement. Albrecht and Andreeetta (2011) disclosed that psychological empowerment has positive influence on commitment and engagement of employees with their work. Furthermore, affective commitment brings employee's work engagement (Bakker and Schaufeli, 2008). Therefore, affective commitment is playing a mediating role in the relationship of psychological empowerment and employee's work engagement. The results of the present study confirms all the results stated above empirically.

### **7. Conclusion**

The ultimate objectives of the research are to investigate the mediation influence of affective commitment between the relationship of perceived career support and employee's work engagement and between the association of psychological empowerment and employee's work engagement theoretically and empirically. The results resembles with the objectives of the study.

### **8. Practical Implications**

The research is conducive for the management of telecom sector to explore the factors, which have their influence on the employee's work engagement as it is very necessary for the management to engage the employees to enhance the productivity of a firm. Furthermore, the results of the study are also helpful for the management that how the affective commitment of the employees is important to engage them in their work as the affective commitment is showing its mediating role between the relationship of perceived career support and employee's work engagement and between the association of psychological empowerment and employee's work engagement. Therefore, the research is conducive for the management of telecom sector to establish the effective career path and take some effective steps to empower the employees psychologically as it is very important for the success of an organization (Geeth and Sebastian, 2014) and these factors further effects the employee's work engagement directly and through affective commitment.

### **9. Limitations and Future aspects**

Despite a lot of discussion, the research has limitations. First of all low sample size used and research has been taking into account one sector so chance of variance in response was low.

In future the research may be carried out by increasing the sample size. Furthermore, the sampling frame may also be changed as other employees of other big and small cities may be taken into account. The study may be conducted to check the influence on different dimensions of psychological empowerment (competence, self-determination, meaning and impact) and perceived career support (organizational support, supervisor support, or coworker support). Other commitments (Normative and continuance) may also be taken into account as mediator in future study. The analysis may also be carried out by incorporating the employees of other industries. A comparison study may also be conducted by taking different organizations into account as the same model may be applied on different organizations or industries and their results may be compared.

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