

Examining the Role of Career Development Initiative on Work Engagement in Nepalese Commercial Banks

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Abstract

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The highly committed and enthusiastic employees are crucial for the development of an organization and its wellbeing. This study aims to examine the relationship between career development initiative and work engagement. This study employs cross-sectional research design and positivist epistemology. Data were collected from 250 banks employees working in 10 commercial banks across the country. The stratified random sampling was used. A standardized Likert scale was used to collect the data with 1 denoting strongly disagree and 5 denoting strongly agree. The Statistical Package for Social Science was used to analyze the data and proposed hypothesized relationships. The findings reveal that training and development is positively and significantly associated with work engagement. Similarly, managerial coaching is positively and significantly associated with work engagement. Additionally, talent management is positively and significantly associated with work

engagement. Existing literature has examined the impact of career development initiative and work engagement. However, empirical research investigating the relationship among different organizational characteristics and work engagement remains limited. Therefore, the bank managers and policy makers can leverage the findings of this research as a strategic tool for developing organizational policies aimed to foster work engagement.

Keywords: *Career Development, Training and Development, Managerial Coaching, Talent Management, Commercial Banks*

Introduction

Work engagement comprises high degree of absorption, vigor and dedication (Bakker & Albrecht, 2022; Schaufeli et al., 2002). The empirical research found that work engagement predicts the life satisfaction of people (Mauno et al., 2018) which causes satisfaction of people at work setting (Schaufeli et al. 2006). The idea of work engagement has undergone tremendous change despite emphasizing on several variables including cognitive engagement, emotional engagement and physical engagement (Huang et al., 2022). According to Assi et al. (2024), work engagement is influenced by genuine leadership amongst nurse managers, focusing the significance of supportive work climate. The researchers have consensus that engagement refers to work engagement that pinpoints as a positive fulfilling of work related state of mind that is characterized by vigor, dedication and absorption (Gunasekara & Zheng, 2019; Schaufeli, 2013).

The previous research conducted by Nasidi et al. (2020), Saks (2022), Sihag (2021), and AlShamsi et al. (2025) studies the relationships between career development inactive and engagement often highlighting the organizational practices. There are a few researches that focus on work engagement specifically in-service sectors' context in least developed countries, a sector crucial to the country's economic growth. Similarly, the previous research revealed inconsistent findings (Houssein et al., 2020; Baruch & Peiperl, 2000), and discussed critically on conceptual articles (Welch, 2011; Brown & Reilly, 2013), who suggested additional research into the factors affecting work engagement. Work engagement is vital in the setting of service oriented organizations, since organizational

practices like career development are so essential (Yeh, 2013; Presbitero, 2017). Moreover, empirical research consistently found that not much research have been conducted to examine the predictors of engagement in service oriented industry (Presbitero, 2017; Rai et al., 2017). Additionally, previous research conducted by Donough et al. (2023) focused on psychological capital and work engagement. Likewise, Al-Jubari (2014) and Kotze (2018) studied on factors influencing work engagement and job resources and personal resources influencing work engagement and burnout respectively. Nowadays work engagement is recognized as a prime concern for organizations who want to increase productivity, reduce attrition and drive employee motivation to work (Adanaque-Bravo et al., 2023; Xing, 2022). According to Jehanzeb and Bashir (2013) asserted that career development practices play essential role in enhancing engagement in the organizational workplace. Researchers Bakker and Demerouti (2008) emphasized that individuals who are engaged at work find their job energizing and meaningful which leads to a positive state of work related well-being and enhance motivation of employees.

The banking sector is believed to be an attractive job market in Nepal (Nepal Rastra Bank, 2020). Nepalese economic development is significantly influenced by the banking sector. However, this sector is lacking in competent manpower, consequently, enhancing work engagement in this sector is pivotal to bolstering the nation's financial position and economic progress (Nepal Rastra Bank, 2021). There is also knowledge gap in this mechanisms, since most studies focused on developed economies contexts, though the basic research conducted by Shuck et al. (2017) that links human resource practices to engagement provides foundation in this research field. So, this study, aims to address these research gap in the literature on career development initiative and work engagement in this underexplored field by employing training and development, managerial coaching and talent management as predictors and employees' work engagement as a dependent variable.

The remainder of the paper will be completed with the following Sections: The career development initiative and its hypotheses are presented in Section 2. The research method is presented in Section 3, results and analysis are presented in Section 4, the discussion is presented in Section 5, and conclusion is presented in Section 6.

Review of literature

Training and Advancement and Work Engagement

Training programs are designed to improve workers' skills and abilities, while making them feel valued and invested in by the company (Khattak, 2022). In the competitive world of today, continuous training and development guarantee the employees stay up to date on the most recent advancement in their field, leading to improving managerial and leadership skills, which are pivotal for career development in addition to technical skill enhancement (Ferdiana et al., 2023). Numerous previous research showed that training and development is a powerful predictor of work engagement in organizational work setting (Niraula & Kharel, 2025; Kwon et al., 2024; Saks, 2022). The Job Design-Resource theory also shows positive relationship between training and development and work engagement (Bakker & Demerouti, 2016). However, a few previous studies showed insignificant relationship between training and development and work engagement (Pandey & Risal, 2025; Gyensare et al., 2025). Similarly, Gallup (2023) mentioned that if employees view training as a box-ticking activity rather than an opportunity for development, they may become dissatisfied. Consequently, it is evident that there is lack of understanding about how training and development might improve work engagement. Moreover, Nepalese commercial banks have not been adequately measuring training and development programs and its effect on work engagement, which could lead to the following hypothesis:

H1: Training and advancement is positively related to work engagement

Managerial Coaching and Work Engagement

Managerial coaching is a worker centered approach wherein supervisors and line managers actively use coaching technique to help the team of employees and group enhance their performance for the organization, competence, and abilities (Beattie et al., 2014). Managerial coaching plays a pivotal and significant role to foster work engagement in the organizational work setting (Ngo et al., 2024). Numerous previous studies showed that managerial support is a powerful predictor of employees' work engagement (DuPlessis et al., 2021; Zheng et al., 2022; Niraula et al., 2025). Managerial coaching starts an employee's motivational process, which in turn leads to work engagement and ultimately improve job performance, including innovation, work attitudes (Bakker & Damrouti, 2007; Kwon & Kim, 2020). However, a few previous researches showed insignificant and

negative relationships between managerial coaching and work engagement. According to Sulistamtama et al. (2024), work engagement is dependent on intrinsic motivational factors like personal freedom instead of external managerial support. Similarly, Andrljic et al. (2024) mentioned a lack of personal relationships, managerial support initiative reduces work engagement in virtual settings, which also lowers their efficiency. Moreover, most studies examined the relationship between managerial coaching and work engagement in developed countries' context, the applicability of these findings to work engagement is limited due to insufficient exploration of cultural and industry-specific differences (Kurup et al., 2024). Additionally, a lack of certain mechanism to measure work engagement in Nepalese commercial banks could lead to the following hypothesis:

H2: Managerial coaching is positively related to work engagement

Talent Management and Work Engagement

Talent management as an object refers to individuals who have valuable and exceptional characteristics, while as a subject, it refers to individuals who have exceptional abilities and skills (Gallardo-Gallardo et al., 2013). Talent management and self-perceived talent level have mutually exclusive and positive effects on employees work engagement (Nobutaka, 2022). Numerous previous research also revealed that talent management is a strong predictor of employee work engagement at workplace (Saks, 2022; Albrecht, 2015). The researchers Bakker and Damrouti (2007) and Bakker and Albrecht (2022) also focused on job resources which not only focus on buffer the effects of job demands but also activate a motivational process that leads to increased work engagement, which further focusses talent management can serve as a change agent for work engagement by creating a conducive environment that facilitates growth, recognition and performance. Despite being a significant relationship between talent management and work engagement, some research found negative and insignificant relationship between talent management and work engagement. According to King (2016), employees' work engagement may suffer if talent management sets unrealistic expectations for things like progress and development. As such, He et al. (2014) argued that talent management practices can raise ethical issues, especially when they result in negative outcomes for individual employees due to perceived unethical practices. This is particularly relevant when evaluating workers engagement as a specific outcome of talent management. Consequently, it is evident that there is lack of clear understanding how talent management could improve work engagement. Moreover, Nepalese commercial banks have not been

adequately measuring talent management and its consequences, which could lead to the following hypothesis:

H3: Talent management is positively related to work engagement

CD Initiative

Dependent Variable



Figure 1. Research framework

Research Methods

Banking Context in Nepal

The Nepalese banking industry comprises public limited, joint venture and private commercial banks. It is essential industry for the country's economic development and to provide an appropriate setting for researching work engagement. Commercial banking sector is the main service sector, which accounts for 83.17% of the capital used in banking and financial institutions (Nepal Rastra Bank, 2023). Nepalese financial institutions are primarily responsible for providing the increasing volume of money needed for Nepalese business and economic operations (Nepal Rastra Bank, 2021). This research utilized a cross-sectional research design that focuses on data collected at a single point in time throughout the research study to examine how career development initiative improves work engagement in Nepalese commercial banks. Researchers can determine the prevalence of particular traits or results by using the cross-sectional research design, which provides them a snapshot of the population at a specific point in time (Creswell, 2014).

Sampling and sampling characteristics:

There are 20 commercial banks in Nepal which consists of 3 public limited banks, 5 joint venture banks, and 12 private commercial banks (Nepal Rastra Bank, 2025). For ensuring diverse representation of the banking industry to capture varying practices and employee experience across different institutional types, ten commercial banks were selected as a sample unit: two public limited, three joint venture, and five private commercial banks. The researchers utilized stratified random sampling to ensure that specific subgroups within the population are sufficiently represented. The stratified sampling enhances the precision and reliability of the results by minimizing sampling bias and increasing the diversity of the sample. Data were collected from workers who are working at different branches of commercial banks across Nepal with a total population of 41552 employees (Nepal Bankers' Association, 2024). A total of 250 completed surveys were analyzed following the exclusion of 60 incomplete questionnaires through list-wise deletion and the removal of outliers. The questionnaires that were distributed physically were in English. Preconcert and anonymity of respondents were insured during the process of data collection. According to Bougie and Sekaran (2019), a response rate of 30% or above is sufficient for a quantitative research, thus the remaining 250 completed surveys indicated 80.64% response rate. According to (Hair Jr. et al., 2017), the sample size should be at least 10 times the maximum number of indicators used to quantify a construct or the largest number of structural paths targeted at a particular construct in the model. This study includes 4 constructs and 25 indicators, which satisfies the recommendation made by Hair et al. (2017). Respondents rated their agreement and disagreement using a five-point Likert scale, where 1 indicating strongly disagree and 5 indicating strongly agree.

The age distribution of the 250 respondents varied across groups. Notably, 41.60% were aged 36-40, 25.60% were 26-35, 20.00% were above 41, and 12.80% were below 25. Gender representation showed 42.00 female and 58.00% male, indicating skewed sample likely due to lower participation of female employees in the bank's branches. In terms of job experience, 39.20% had 11-15 years, 26.80% had less than 5 years, 19.20% had more than 16 years, and 14.80 had 6-10 years. Regarding job positions, 13.60% were executive and departmental managers, 31.20% were branch managers, 26.00% were senior assistants, 29.20% were assistants and junior assistants (see Table 1).

Table 1*Demographic information of the respondents*

Demographic variable Percentage (%)	Category	Frequency
Age		
	Below 25 years	32
12.8		
	26-35	64
25.60		
	36-40	104
41.60		
	41 year and above	50
20.00		
Gender		
	Male	145
58.00		
	Female	105
42.00		
Job position	Executives and Dep. managers	34
13.60		
	Branch manager	78
31.20		
	Senior assistant	65
26.00		
	Assts. and junior assts.	73
29.20		
Experience	Less than 5 years	67
26.80		
	6-10	37
14.80		
	11-15	98
39.20		
	16 year and above	48
19.20		

Note: Field Survey

Measures

Work engagement: The work engagement scale consists of 10 items adapted from the study by Schaufeli et al. (2002) (for example, "At my work I always persevere, even when things do not go well"). The respondents rated their level of agreement with the statements on a five point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree. The scale showed strong internal consistency ($\alpha = 0.912$) denoting the item effectively measure the construct in Nepalese context.

Career development initiative: The study investigates the interaction between three career development initiative comprises, training and development, managerial coaching and talent management. The training and development scale consists of five indicators (for example, "Training programs provided by the organization are sufficient for my development"), adapted from the study by Siddiqui and Sahar (2019), the talent management scale includes 5 indicators (for example, "The company's desired personnel profile is clear") adapted from the study by (Nobutaka, 2022), and the managerial coaching scale consists of 5 indicators (for example, "My manager talks about the future plans of the organization") adapted from the study by Viitala (2004). The constructs showed effective psychometric properties in the Nepalese context, revealing satisfactory, and reliability coefficients. Particularly, the Chronbach's Alpha values are 0.855 for training and development, 0.873 for talent management, and 0.745 for managerial coaching. The values of internal consistency possess good internal consistency, which support their use in future research on career development initiative.

Data analysis strategy

This study utilized Statistical Package for Social Science for analyzing data. A popular software for statistical analysis in social science research is called SPSS. It provides broad analysis for predictive analytics, inferential statistics, descriptive statistics, and data management. In order to facilitate data-driven decision making, SPSS enables researchers and practitioners to manage enormous dataset, carry out intricate statistical analyses, and produce visualization (Pallant, 2020).

Results and analysis

Relationship Between Career Development Initiative and Work Engagement

Correlation is a more thorough grasp of the facts, it enables researchers to spot patterns and connections among variables which may not be immediately apparent, leading to better hypotheses in empirical research (Field, 2024).

Table 2

Correlation coefficients between career development initiative and work engagement

Constructs	WE	MC	TM	TD
WE	1			
MC	0.134*	1		
TM	0.078	-0.03	1	
TD	0.601**	0.038	0.058	1

** Correlation is significant at the 0.01 level (2 tailed)

- Correlation is significant at 0.05 level (2 tailed)

Note: Data processing

Table 2 depicts that correlation coefficients between independent and dependent variable. The smallest proportion of relationship of any variable is (0.078), in the relationship between talent management and work engagement. There is positive relationship between managerial coaching and work engagement (0.134). Similarly, there is positive relationship between training and development and work engagement (0.601). According to the analysis, two constructs have weaker relationship with work engagement.

Impact of Career Development Initiative on Work Engagement

Regression analysis: Regression analysis determines the significance of independent variables on dependent variable, which supports in hypothesis testing. This is very important technique when it comes to organizational decision making (Hair et al., 2010).

Table 3*Regression coefficients*

Model	Unstandardized Coefficients			Standardized Coefficients		Tolerance
	B	Std. Error	Beta	t	Sig.	
1	.599	0.344		1.741	0.83	
TD	.634	.054	.594	11.750	.000	.995
MC	.162	.073	.111	2.202	.029	.999
TM	.038	.044	.044	.870	.385	.997

a Dependent Variable: WE

Note: Data processing

Table 3 shows that beta coefficient, t value and p value of training and development are (0.634), (11.75), and ($0.000 < 0.05$) respectively. The alternative hypothesis is accepted at five percent level of significance, which confirms that the training and development is significantly associated with work engagement in Nepalese commercial banks. The beta value, t value and p value of managerial coaching are (0.162), (2.202), and ($0.029 < 0.05$) respectively, the alternative hypothesis is accepted at five percent level of significance, which confirms that the managerial coaching is significantly and positively associated with work engagement in Nepalese commercial banks. Similarly, the beta value, t value, and p value of talent management are (0.044), (0.870), and (0.385) respectively, the null hypothesis is accepted, at five percent level of significance, which confirms that the talent management is insignificantly associated with work engagement in Nepalese commercial banks.

It is evidence from the regression coefficients value that training and development has the largest impact on work engagement, followed by managerial coaching and talent management. The tolerance value of all the constructs is (> 0.1), in quantitative research the tolerance value (> 1) is considered appropriate and

suitable (Hakuduwal, 2019). According to R^2 value (0.375), variation in the independent variables (training and development, managerial coaching, and talent management) account for (37.50%) of the variation in the dependent variable, work engagement. The results show that (62.50%) of the work engagement can be attributed to the variance of other parameters. This indisputably shows that banks that concentrates on the development of the variables indicated by the beta values of all the predictors of work engagement would see increase in work engagement. Each construct carries a VIF value of ($2 <$), if VIF value is less than 2, there is no problem of Multicollinearity, and the results can be accepted (Myers et al., 2012). It is evidence that Durbin Watson test of regression residuals is (1.003), which states that the independent and dependent variables have positive autocorrelation, which gives a clear signal of future success.

Discussion

This research studies the significance of examining the relationship between career development initiative and work engagement among the employees of banking industry of Nepal. The findings reveal that all three-career development initiative, such as training and development, managerial coaching and talent management are positively and significantly related to work engagement. The hypothesis H1 proved that training and development is positively and significantly associated with work engagement. This result aligns with the previous research conducted by Ferdiana et al. (2023), Niraula and Kharel (2025), Niraula et al. (2025), Kwon et al. (2024), and Saks (2022). However, divergent views were presented by Pandey and Risal (2025), Gyensare et al. (2025), and Gallup (2023), who argued the relationship between training and development and work engagement might not be favorable and positive all the times.

Similarly, the H2 proved that managerial coaching is positively and significantly associated with work engagement. This result aligns with the previous research conducted by (Ngo et al. (2024), DuPlessis et al. (2021), Zheng et al. (2022), Niraula et al. (2025). However, divergent views were presented by the researchers Sulistamtama et al. (2024), Andrlilic et al. (2024), and Kurup et al. (2024), who argued the relationship between managerial coaching and work engagement might not be favorable and significant at all the times. Similarly, the H3 proved that there is positive and significant relationship between talent management and work engagement. This results aligns with the previous finding

conducted by Nobutaka (2022), Saks (2022), and Albrecht et al. (2015). However, divergent views were presented by the researchers King (2016) and He et al. (2014), who question and argued the relationship between talent management and work engagement may differ in various saturations and work settings.

Conclusion

The main objective of this study is to examine the relationship between career development initiative and work engagement among commercial banking sector employees in Nepal. In particular, this study examines how career development initiative and work engagement are interrelated and interdependent. By expanding on the previous findings, this study fills in existing gaps in the literature regarding the fundamental process at work and broadens the understanding of the complex relationships involved. All the direct relationships between career development initiative and work engagement (i.e. the relationships between training and development, managerial coaching, and talent management) are positive and significant in Nepalese commercial banks. This study highlights a direct and substantial relationships between improved work engagement and effective career development initiative. Moreover, this study contributes to existing knowledge and offers valuable insights to bank policy makers and managers for enhancing work engagement in the banking industry.

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