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**THE INFLUENCE OF CAREER GROWTH ON WORK
ENGAGEMENT: EMPLOYEES OF MANUFACTURING
INDUSTRY IN KLANG VALLEY, MALAYSIA**

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Abstract:

Over the years, the manufacturing sector has emerged as one of the primary industrial forces driving economic expansion. Work engagement has become a significant topic for many organizations, as they recognize that employee retention is crucial to a company's success. The labour performed by employees and the satisfaction they derive from their work are directly linked to work engagement. This study aimed to examine the influence of career growth on work engagement among manufacturing employees in Klang Valley, Selangor. A total of 269 employees participated as respondents. To collect the necessary data, questionnaire forms were employed as the primary data collection method. Descriptive tests and inferential analyses, including the Pearson correlation test and simple linear regression analysis, were used as quantitative approaches in this research. The collected data were analysed using version 23.0 of the Statistical Package for the Social Sciences (SPSS). The study utilized a snowball sampling technique. The findings revealed that career growth has a significant impact on work engagement, with professional ability development identified as the most influential factor in employees' work engagement. These results highlight the importance of organizations in supporting employees' skill development to enhance workplace productivity. In conclusion, employees are more likely to be engaged and develop a strong sense of belonging to their company when they perceive greater opportunities for career growth.

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**Keywords:**

Career Growth, Manufacturing Industry, Work Engagement, Klang Valley and Malaysia.

Introduction

In the age of rapidly advancing information technology and accelerating economic development, manufacturing organizations are increasingly adopting flat organizational structures. This shift aims to reduce operational and labour costs by minimizing management layers, thereby empowering employees to make decisions and take ownership of their work. Organisations want to get the most out of their most important resource—human resources, which include high-performing employees—while navigating the highly competitive environment and the new paradigm of trade wars (Cankir and Arikan, 2019). Corporations rely on employees to conduct business operations, implying that staff members participate in overseeing these operations (Makwal and Salahudin, 2024). According to Modise (2023), the intense competition that is growing in a number of sectors is putting pressure on businesses to prioritise their workers and ensure their commitment at work. Career success and work engagement are associated because, naturally, when an individual has a sense of attachment to the organisation, they will strive to perform their work to the best of their abilities. (Nugroho and Kistyanto, 2024).

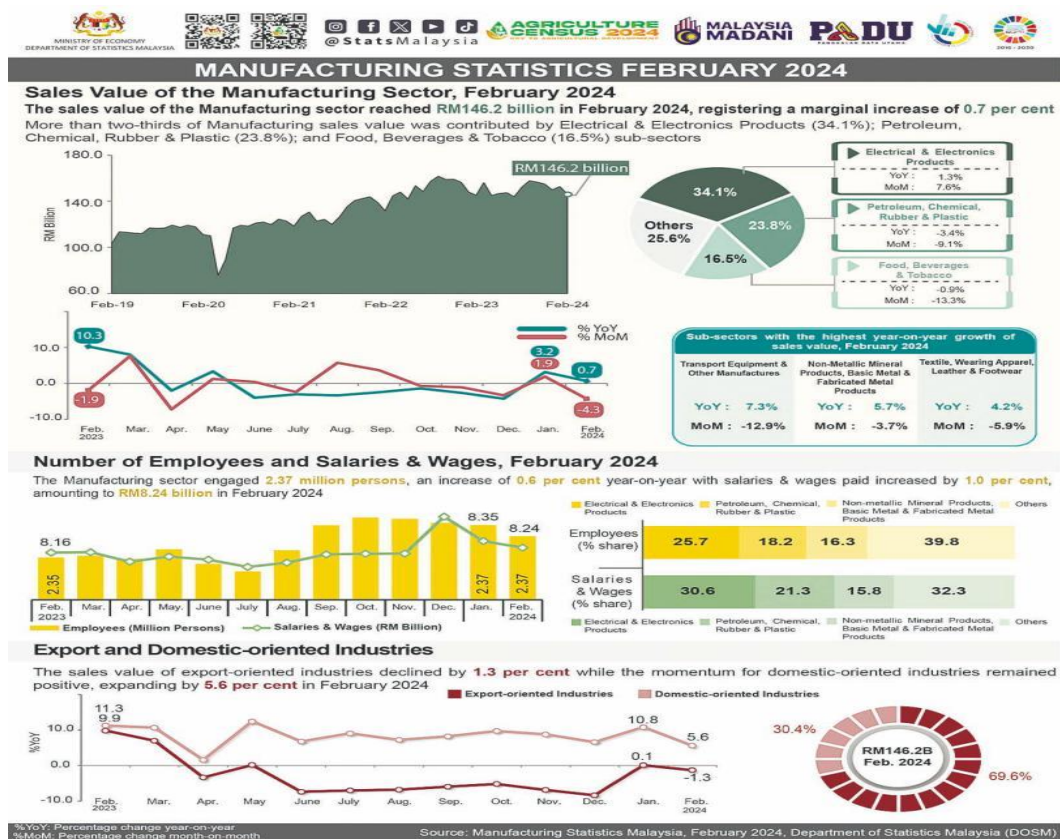
The manufacturing sector is a significant contributor to a country's economy; for instance, it accounts for a substantial portion of Malaysia's GDP (Tsetim et al., 2020). International research has underscored the importance of human capital as a tool for assisting companies in realizing their goals and aspirations. In a business that has constantly tried various strategies to attract and retain employees, one aspect that remains challenging is employee engagement (Megat and Krishnan, 2023). It has been discovered that poor or disengaged employee engagement costs businesses significantly (Zondo, 2020). Companies are progressively recognizing that employee retention is critical to business success and are taking work engagement seriously. Chatzoudes and Chatzoglou (2022) stated that retaining the best talent and skill is of great importance, as it limits numerous costly processes, such as recruitment, selection, replacement, and training. In some cases, retention is influenced by both work and employee engagement. According to the Twelfth Malaysia Plan, 2021-2025, the economy increased at an average annual rate of 2.7%, mostly driven by the services and manufacturing sectors (Alias et al., 2022).

Even though services contribute to about half of Malaysia's GDP (Department of Statistics Malaysia, 2024), manufacturing remains crucial to the country's economy, with high-value manufacturing hubs located in Penang, Kulim, Klang Valley, and Johor. Over the years, Malaysia has acknowledged the significance of its manufacturing sector, viewing it as an economic barometer for the nation. Malaysia's labor productivity grew by 10.15% year over year in September 2022, up from 5.5% growth in the previous quarter, but fell by 0.46% in December 2023, according to Malaysia Labour Productivity Growth. In relation to the rest of the globe, Malaysia's manufacturing sector ranks 44th overall in terms of total labor productivity, a position that has remained constant since 2009 (National Policy on Industry 4.0, 2018). Nonetheless, Malaysia ranks third globally and second in Asia Pacific for manufacturing locations (Subramaniam et al., 2019). The Department of Statistics Malaysia (2022) lists Pulau

Pinang as the top state with 47.3%, followed by Selangor (31.4%), Terengganu (37.0%), Perak (20.1%), and Kedah (30.5%) as the five states that have made considerable GDP contributions in the manufacturing sector.

Work engagement is specifically related to the labour that employees perform for the organization and the satisfaction they derive from their work. Mokhtar et al. (2021) found that Malaysia has an average employee engagement score of 54%, higher than the global average of 53%. Moreover, one of the biggest drivers of the Malaysian industry comes from the manufacturing sector, which is expected to grow by 3.9%, according to the Updates on Economic Outlook and Revenue Estimates 2023 Report. According to Jia-Jun and Hua-Ming (2022), career growth highlights the advancement of employees' careers at a specific point in time. It encompasses not only the organization's current internal growth but also the career growth of individuals during inter-organizational mobility, particularly the growth rate of individuals within the organisation.

Figure 1: Manufacturing Statistics February 2024



Source: Manufacturing Statistics Malaysia (2024), Department of Statistics Malaysia (DOSM)

Based on the Figure 1, the manufacturing sector's sales value reached RM146.2 billion in February 2024, registering a marginal increase of 0.7% year. As to number of employees, the manufacturing sector engaged 2.37 million persons in February 2024, an increase of 0.6% as compared to the 2.35 million persons registered February 2023. Moreover, the labour efficiency in the Manufacturing market is projected to amount to US\$143.5k in 2025. The labour productivity in the Manufacturing market is projected to amount to US\$33.9k in 2025, Statista (2024). Thus, an organization's ability to better engage its workforce will enable its workers to comprehend their roles within it and motivate them to collaborate with one another

to meet its objectives (Mansor et al., 2018). Weer et al. (2020) stated, career progression benefits workers by assisting them in reaching their professional objectives through activities or duties that challenge their knowledge and expertise, formal training, and mentoring. If employees believed that using their existing organisational abilities and expertise to complete tasks at work would help them achieve their career goals, their intrinsic motivation (also known as work engagement) would increase. In addition to offering workers the ability to steer their own professional growth, the scholar claims that career discussion facilitation will help managers address the critical elements that affect employee engagement. This shows how businesses may encourage high levels of employee engagement by giving workers the chance to advance in their careers and learn new skills.

Thus, the goal of this research is to thoroughly examine how career growth affects work engagement in the manufacturing industry in the Klang Valley, Selangor.

Literature Review

Career Growth And Work Engagement.

Definition of Career Growth

Career growth refers to the chance which individuals receive inside an organisation to progress their careers through challenging work and more responsibility (Bai and Liu, 2018). Jia-Jun and Hua-Ming (2022) define career growth as professional growth of an employee at a particular moment in time, including not only the internal growth of the organisation but also the career development of employees engaging in interorganisational mobility, especially the rate of worker growth within that organisation. Furthermore, career growth can also be defined as an individual's belief that their current employers provide a work environment in which they can achieve their professional needs and reinforce their accomplishments through professional development, compensation, and promotions (Asamaowei et al., 2023). Career growth has been divided into three dimensions by Weng et al. (2017), as will be discussed in more detail in the section below.

Definition of Career Goal Progress (Dimension of Career Growth)

Career goal progress, according to Ohunakin et al. (2018), is the degree to which an individual's current employer assists them in achieving their career objectives. Nkechi et al., (2017), defined career goal progress as "career ladder" as a rise in status for employees who make an effort to acquire relevant skills and improve their performance. Furthermore, the extent to which a person's current position within the company offers opportunities for them to achieve their professional objectives is known as career goal progress (Amelia and Muda, 2023).

Definition of Professional Ability Development (Dimension of Career Growth)

For the concept of professional ability development, Asamaowei et al., (2023) described it as the ability to oversee one's work and opportunities for learning in order to fulfil specific professional goals. Professional ability development, as described by Adeniji et al. (2019), is the ability of one's current work to support the acquisition of new knowledge and skills.

Moreover, Amelia and Muda (2023) the deliberate efforts made by employers to assist employees in acquiring the information, skills, and abilities required to do their daily jobs are referred to as professional ability development. Professional development is critical to every

company's performance because it provides human resources with the information and abilities they need to adapt to changing globalisation trends (Yaquab et al., 2020).

Definition of Organizational Remuneration Growth (Dimension of Career Growth)

According to Asamaoewei et al. (2023), the following factors contribute to an organization's remuneration growth: (i) the chance and frequency of advancement; (ii) the likelihood of receiving a reward; (iii) the frequency and amount of the reward; (iv) the reward's sufficiency; and (v) the possibility of an increase in reward. In addition, employees receive organisational remuneration growth in the form of rewards or gifts because of their efforts (Dessler, 2017). The purpose of organizational remuneration growth is to boost employee welfare and loyalty, which has an impact on how to increase job engagement among employees (Fauchil, 2020). Employees will be satisfied and feel a sense of loyalty to their jobs if remuneration is based on contribution.

Definition of Work Engagement

An individual's continuous, integrated, and engaged circumstance at work is referred to as work engagement (Bai and Liu, 2018). It can be specifically stated whether employees are highly motivated and enthusiastic about their work, as well as whether they are emotionally healthy. Additionally, Khusanova et al. (2021) described work engagement as a vigorous, dedicated, and absorbed state of mind relating to one's work that is good and satisfying. They also suggested using vigor, dedication, and absorption as three-dimensional characterisation components. Academics have universally accepted and adopted this three-factor approach.

Definition of Vigor (Dimension of Work Engagement)

Maisyuri and Ariyanto (2021) stated that vigor is represented by an intense work ethic, mental toughness, a readiness to put in effort, and even tenacity in overcoming obstacles. As stated, a certain way, an individual's enthusiasm for their work can be determined by their high level of energy and stamina when working, readiness to put in significant effort, and resilience and endurance when dealing with issues at work. Meanwhile, Reig-Botella et al., (2024), the term vigor describes enhanced motivation, mental toughness, and a desire to put time and effort into one's task.

Definition of Dedication (Dimension of Work Engagement)

A worker's enthusiasm for their work, sense of pride in the task they completed and the company they represented, as well as their inspiration and challenges, are all considered aspects of dedication (Maisyuri and Ariyanto, 2021). Reig-Botella et al., (2024) defined dedication as to have pride, enthusiasm, and a sense that one's effort is worthwhile. Dedication is defined as achieve emotionally meaningful outcomes which is meeting professional demands and identifying oneself (Jaya and Ariyanto, 2021).

Definition of Absorption (Dimension of Work Engagement)

Jaya and Ariyanto (2021), refers absorption to a prevalent and durable mental state in an individual. In other words, the degree to which a person becomes immersed in his task to block out the outside world as they are very focused and does not realize how much time they are spending on a task. Another scholar defined absorption by being completely focused on and absorbed in one's task to the point where time flies (Reig-Botella et al., 2024). Moreover, Maisyuri and Ariyanto (2021) describes absorption as an employee attachment, which is demonstrated by workers' attentive work habits. The condition of employees who are completely invested and concentrated on their work because they lose track of time when

performing their jobs and believe that time is going by too rapidly, they find it difficult to leave work.

Career Growth and Work Engagement

Employee career growth has a major positive impact on work engagement and organisational identification, according to a study by Bai and Liu (2018). According to their research, when employees feel they can advance their careers in the company, they will be more engaged and achieve a strong sense of duty and belonging. They'll work harder and with more excitement on their task. To raise the effectiveness of their organisation, they are constantly acquiring new job skills, developing their accomplishments and abilities in the workplace, and pursuing their career objectives.

In a similar study, Liu et al. (2017)'s findings demonstrate that career growth significantly improves work engagement. Management in organisations must take into consideration the needs of employees' progress in their careers, including their financial, physical, and emotional requirements, in order to enhance and sustain high levels of employee engagement at work.

Underpinning Theories

This study is grounded in several motivational theories, notably David C. McClelland's **Theory of Need for Achievement**. McClelland (1961) posited that individuals with a high need for achievement are driven to excel and thus seek out opportunities that allow them to attain personal accomplishment. When organizations provide such individuals with clear career advancement paths and ample opportunities to satisfy their growth aspirations, it can significantly enhance their enthusiasm and commitment to their work (Liu, Xu, and Liu, 2019).

Additionally, **Maslow's Hierarchy of Needs Theory** delineates five levels of human needs: physiological, safety, love and belonging, esteem, and self-actualization. In the context of this study, Maslow's framework can be applied to understand employee engagement in the workplace. For instance, when employees receive adequate compensation (addressing physiological needs), feel secure in their positions (safety needs), experience a sense of belonging within the organization (love and belonging needs), and are recognized for their contributions (esteem needs), they are more likely to exhibit higher levels of work engagement. This fulfilment not only provides them with a sense of value but also aids in finding purpose in their roles.

Table 1: Structure of Maslow's Hierarchy of Needs

Levels in the Need Hierarchy	General Factors associated with each level of Need	Organizational Factors Associated with Each level of Needs
5. Self-Actualization	Growth: Achievement Advancement	Challenging Job; Creative Opportunities; Advancement in the Organization
4. Ego, Status Esteem	Recognition, Status, Self-Esteem, Self-respect	Job Title, Merit Pay Increases Peer/supervisory, Recognition, Work itself, Responsibility, Interactions with Supervisors and Peers.
3. Social	Companionship, Affection, and Friendship	Quality of Supervision; Compatible Work Group: Professional Friendship.
2. Safety and Security	Safety Security, Competence and Stability	General Salary Increase; Job Security, Fringe Benefits: Safe Working Conditions
1. Physiological	Air, Food, Shelter, Clothing, and Sex	Base Salary, Heat and Cold, Canteen Facilities, Working Conditions

Source: Culled from Peter Blunt in Offiong O. J. (2009) Abraham Maslow, Eminent Administrative and Management Thinkers (eds) Amfitop Books (pg.177) Benin.

Table 1 narrates the structure of human needs, the physiological needs which are fundamental to existence, such as air, food, shelter, and clothing are at the base of the structure. According to Maslow (1943), the flow in the hierarchy indicates that the inability of an individual to satisfy those baseline needs may not progress to the satisfaction of the self-actualization need. Maslow's theory suggests that the most basic level of needs to be met before the individual strongly desires the secondary or higher level (Ihensekhien and Arimie, 2023).

Research Framework and Hypothesis Development

Our discussion of the literature review has led us to the conclusion that the independent and dependent variables have links, as shown in Figure 1. Determining the relationship between the variables being evaluated and providing support for the current study are the goals of the investigation.

H1: Career Growth has significant positive relationship between Work Engagement.

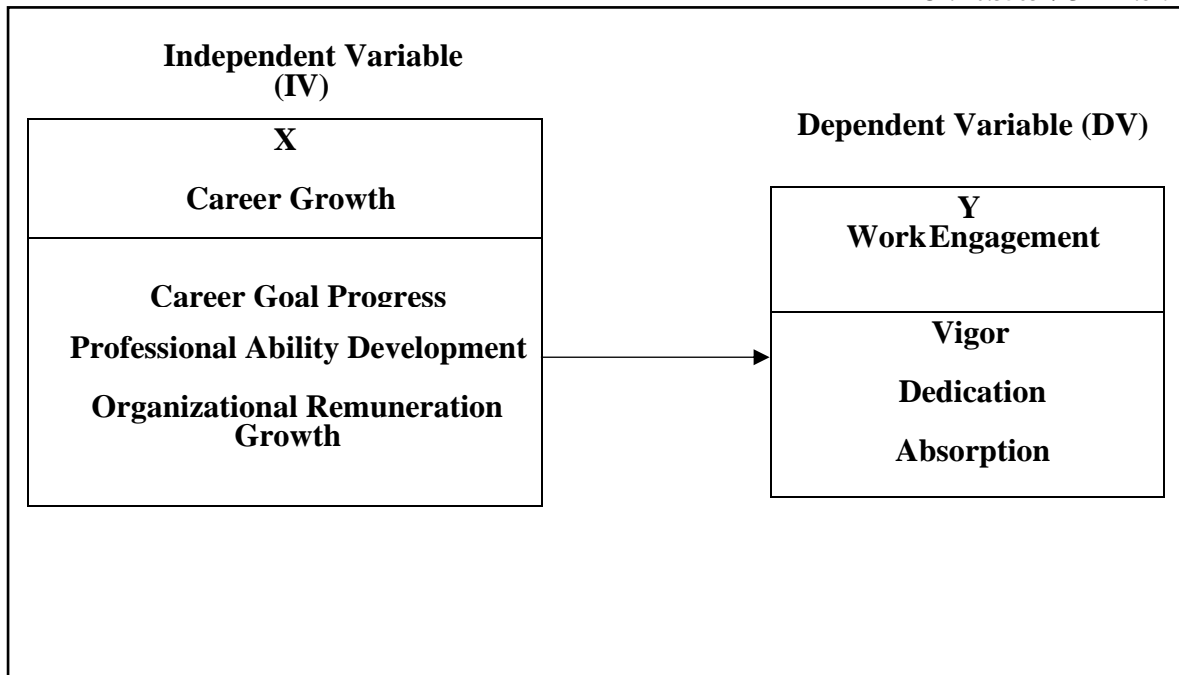


Figure 2: Research Framework

Methodology

The quantitative design of this study involved gathering both primary and secondary data. The technique of directly obtaining information from respondents through the use of questionnaires is known as primary data collection. Research questions or circumstances present in data that have already been gathered from other sources and compiled into a single collection of data are referred to as secondary sources. The survey was administered to employees from the manufacturing industry located in Klang Valley, Selangor. To collect the necessary data, questionnaire forms were utilized as a method of data collection. The first of which, Section A, has 5 questions about the respondents' demographic details, including gender, race, group age, education level and duration of service. All of the scales used for the variables were adapted from past research. The Likert 5-point scale was utilized in the present study. The questionnaire set for this study consisted of 42 questions. The scales are as follows:

- Career Growth: Adapted from Bai and Liu (2018), consisting of 11 items in total. For instance, the measurements for Career Goal Progress include "My present job promotes my work goals," the measurements for Professional Ability Development include "My present job helps me develop new professional skills," and the measurements for Organizational Remuneration Growth include "My income increases more quickly in my existing work unit." Based on the examined samples, the Career Growth scale's Cronbach's α was 0.972.
- Work Engagement: The items were adapted from Bai and Liu (2018) and included three dimensions: vigor, dedication, and absorption, comprising 25 items such as "My work gives me energy," "I am passionate about my work," and "I get carried away when I am working." Both the vigor and dedication dimensions contained 8 items each, while the absorption dimension had 9 items. The Cronbach's α for work engagement was 0.980.

The snowball sampling technique was employed in this study to minimize sample biases and preserve individual confidentiality. Employees in Malaysia specifically the Klang Valley, that is centred in the federal territories of Kuala Lumpur and includes its adjoining cities and towns in the state of Selangor are polled for this study. According to recent data from Malaysia's National Statistics Organisation (2023), there are approximately 3,000 Manufacturing companies operating in the Klang Valley, with a total of around 50,000 employees. Given that the majority of manufacturing enterprises are based in these localities, the region should receive the maximum number of responses (Megat and Krishnan, 2023). The population size consisted of 900 employees. According to the Krejcie and Morgan table, a sample size of 269 was required for the study, given a total population of 900.

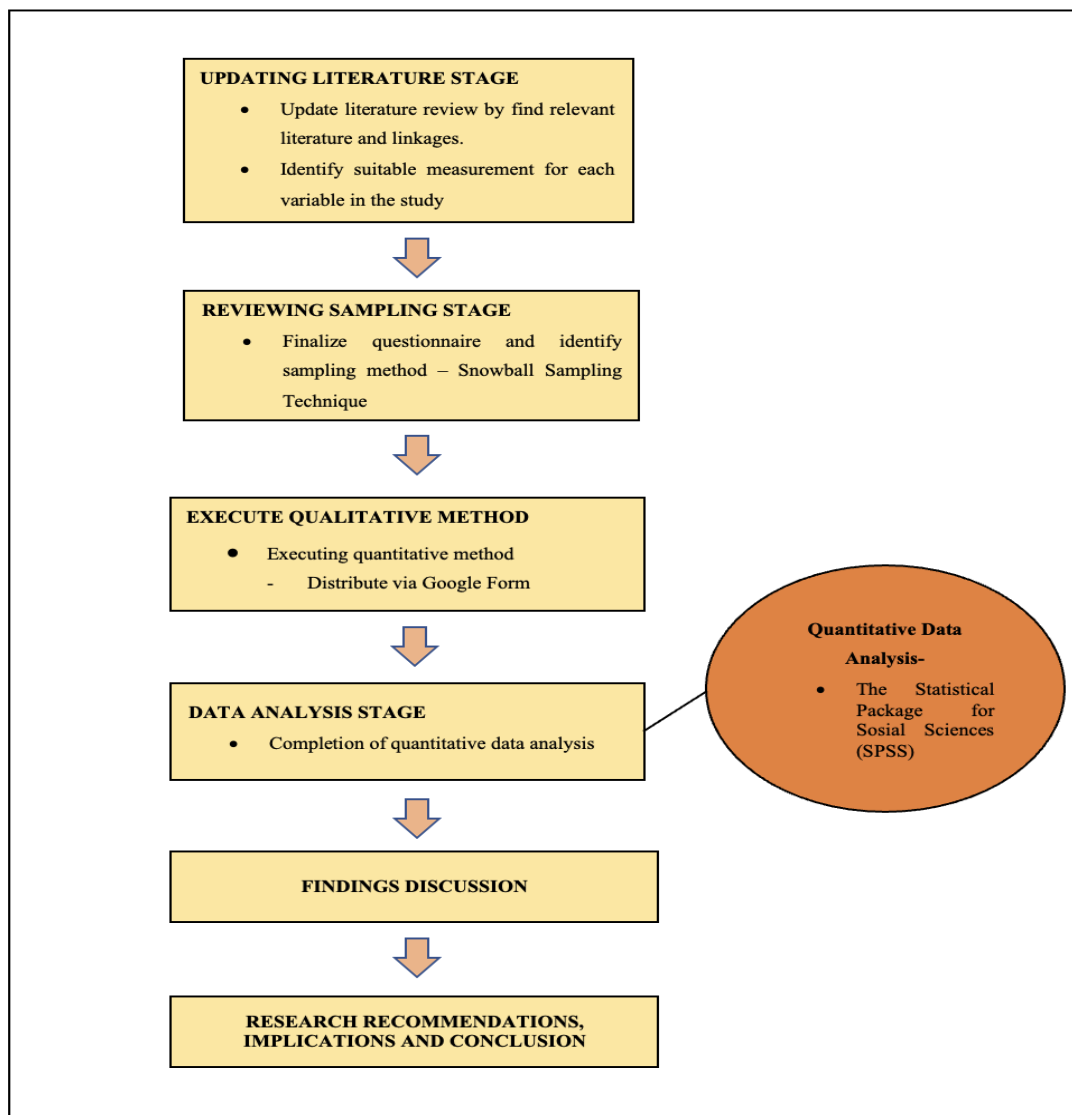


Figure 3: Flow Chart of Research Process

For data analysis, descriptive and inferential statistical techniques were employed. Descriptive statistics, including mean, standard deviation, and frequency distribution, were used to summarize the demographic profile of the respondents and key study variables. Reliability

analysis (Cronbach's alpha) was conducted to assess the internal consistency of the measurement scales.

For inferential analysis, correlation analysis was used to determine the relationships between independent and dependent variables. Additionally, multiple regression analysis was performed to examine the predictive power of independent variables (planning routines, shopping routines, environmental concern, and food choice) on the dependent variable (food waste behaviour). Factor analysis was also conducted to assess the validity of the measurement constructs. The Statistical Package for the Social Sciences (SPSS) and Structural Equation Modelling (SEM) using AMOS/PLS were employed for data processing and hypothesis testing.

Results

Research Results

Demographic Profile of the Respondents Analysis

Descriptive Analysis

Table 2 summarized the demographic information of the participants, encompassing relevant factors. These demographic variables were further examined to observe the effect in the study. As shown in Table 2, 147 people were males (54.6%) and 122 people were females (45.4%). In the context of race, 52.0% (N=140) of the research participants were Malay, followed by Indian at 28.6% (N=77), Chinese at 16.4% (N=44) and others 3.0% (N=8). The age range of respondents who completed the questionnaire was mostly between 36 - 45 years old, with a minority of respondents being between 46-55 years old. Data analysis shows that respondents between the ages of 20 - 25 made up 19.3 % (N = 52) of the sample, while respondents between the ages of 26 -35 made up 31.6 % (N = 85). The respondents aged 36 to 45 made up 45.7 % (N = 123), followed by those aged 46 - 55, 3.3 % (N = 9), and there is none for those aged above 55.

Moreover, the highest education level were Bachelor at 50.2% (N=135), followed by Certificate at 32.3% (N=87), Master at 11.5% (N=31) and others were 5.9% (N=16). Percentage of respondents with 1-5 years of service was 30.6 % (N = 83), 6-10 years was 40.9 % (N = 110); 11-15 years was 24.9 % (N = 67); and 16 years or more was 3.3 % (N = 9). Table 4.1 above also demonstrates that employees who have worked for between 6-10 years have the highest frequency of respondents, while those who have worked for 16 above have the lowest frequency of respondents.

Table 2: Respondents' Demographic Profile

Demographic Variables	Frequency	%
Gender:		
Male	147	54.6
Female	122	45.4
Race:		
Malay	140	52.0
Indian	77	28.6
Chinese Others	44	16.4
	8	3.0
Group Age:		
20-25 years old	52	19.3
26-35 years old	85	31.6
36-45 years old	123	45.7
46-55 years old	9	3.3
Education level:		
Certificate	87	32.3
Bachelor	135	50.2
Masters	31	11.5
Others	16	5.9
Duration of Service:		
1-5 years	83	30.6
6-10 years	110	40.9
11-15 years	67	24.9
Above 16 years	9	3.3

Instrument Reliability

The degree of consistency or dependability in a construct's measure is known as reliability (Edwin, 2019). To guarantee the stability and consistency of the research instrument, Cronbach's alpha values were employed to assess the instrument's dependability. According to Moses et al. (2021), a Cronbach's alpha of at least 0.7 is considered acceptable. Results are displayed for each variable in Table 3 below. The Cronbach's coefficient alpha for Career Goal Progress is 0.975, Professional Ability Development is 0.971, Organizational Remuneration Growth is 0.969, and Work Engagement is 0.980. the variable with the highest reliability score is Work Engagement whereas Organizational Remuneration Growth has the lowest reliability score at 0.969.

Table 3: Result of Reliability

Variables	Number of Items	Cronbach Alpha Value
Career Goal Progress	5	0.975
Professional Ability Development	4	0.971
Organizational Remuneration Growth	3	0.969
Work Engagement	25	0.980

Pearson Correlation

William (2020) states that the purpose of Pearson correlation analysis is for determining the degree of a linear relationship between two variables. Pearson product-moment correlation coefficients were utilised to examine (r) the association between Career Growth (X) and Work Engagement (Y). In this research, Career Growth variable is explained by three separate dimensions (i.e., career goal progress, professional ability development and organizational remuneration growth) as well as for work engagement demonstrated by three separate dimensions (i.e., vigor, dedication and absorption). The weighted average approach is used to produce similar mean scores on both variables for each three dimensions.

Based on the Table 4, the correlation coefficient for Career Growth with Work Engagement is ($r = 0.932$). Result shows that there is a significance relationship between career growth and work engagement.

Table 4: Correlation Coefficient Matrix

	Career Growth	Work Engagement
Career Growth	1	0.932**
Work Engagement	0.932**	1

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

Simple Linear Regression

A predictor / factor simple linear regression model was proposed to explain the variation of work engagement (Y). The factor variable proposed was Work Engagement. Therefore, the equation of the proposed simple linear regression model is as follow: Y (Work Engagement) = $h_0 + h_1 (X_1) + e$.

Table 5: Simple Linear Regression

Work Engagement	B (Unstandardized Coefficient)	Std Error	Beta (Standardized Coefficient)	t	p-value
Constant	.472	.078		6.014	.000
Career Growth	.853	.020	.932	42.155	.000

Notes: $R = 0.932$, $R^2 = 0.869$, $Adj. R^2 = 0.869$, $F(1, 267) = 1777.044$, $P = 0.000$

To ascertain how well the suggested model explains the variation in satisfaction with work engagement, the enter regression method was utilised (Y). The factor model was highly significant in explaining variation in work engagement (Y) $F(1, 267) = 1777.044$, $p = .000$, according to the results of the entry approach. The factor variable (X1) Career Growth ($t = 42.155$, $p = .000$), which is shown in coefficients Table 4, was significant in explaining the variation of Y (Work Engagement). It is obvious that the obtained coefficient of determination (R^2) 0.869 is regarded as significant when comparing it to the Hair et al., (2014) criterion which (0.75 = substantial, 0.50 = moderate, and 0.25 = weak). The F-statistics [$F(1, 267) = 1777.044$]

and associated p-value were highly significant ($p = 0.000$). This shows that there is a positive relationship between Career Growth and Work Engagement.

Discussion and Conclusion

H1: There Is A Positive Significant Relationship Between Career Growth And Work Engagement Among Manufacturing Employees In Klang Valley, Selangor

The reliability level scales for the analysis performed in this study have been met. The results demonstrate a significant relationship between the independent and dependent variables, supporting the manufacturing industry's objectives for employee engagement in Klang Valley, Selangor. Furthermore, the findings confirm that work engagement has a significantly positive relationship with career growth. These results indicate that the study's objective has been successfully achieved, as it validates the impact of career growth on employee engagement within the manufacturing sector. Furthermore, career growth and work engagement are related because work engagement helps people and organisations achieve their goals by providing pleasant experiences that are important to people who are trying to better themselves and succeed. (Q. Chen et al., 2021). Based on this research, the organization can improve themselves towards the recognition on the element that drive the work engagement of the employees in manufacturing industry. This study aids employers in the manufacturing sector in learning more about their workforce. This is important because these components could motivate employees to put in extra effort to meet the organization's objectives.

The findings of this research have the potential to improve employee engagement at work, which will benefit Klang Valley, Selangor, management in several ways. The data test revealed that employees' career growth had a considerable favourable impact on their level of work engagement. The impact of career growth on work engagement is identified and evaluated in this study, which adds to the body of knowledge on employee work engagement, especially in the manufacturing sector. This research offers insightful analysis and recommendations to improve employment and engagement that are aligned with The Madani Career Initiatives for 2023, which include training programmes and financial rewards for companies with the goal of strengthening employment opportunities.

Moreover, with the introduction of the National Human Resources Policy unveiled by Prime Minister Anwar Ibrahim, Malaysia has made a huge advancement in a time when globalisation and technology advancements are changing the nature of work. The framework, which presents the government's goals for the years 2024–2030, is organised around 48 initiatives, 11 strategies, three main areas, two policy catalysts, five change drivers, and 48 strategies. It aims to direct the establishment of an effective national human resources policy that will be in lined with the 13th Malaysia Plan and establish new benchmarks for the nation's human resource management. Wage compensation, skills training and employment equity are the several key issues that the framework aim to solve. These three issues are among the nine other critical point in National Human Resource Policy introduced by Ministry of Human Resource, Malaysia. Based on the conclusion above, it is crucial for the employers to provide appropriate training or knowledge exchange so that employees will be able to comprehend one another's roles inside the organisation. In order all employees to learn, the training must become more comprehensive, effective, and efficient, particularly for those occupations that call for specialised knowledge or abilities.

Limitations and Future Study

There are some limitations in this present study, where it only focuses solely on workers in the manufacturing sector, making it inapplicable to other organisations and unable to produce thorough research findings. As a result, it is advised that the study be conducted in the future in a variety of organisations or industry sectors or expand the geographical scope.

Conclusion

In conclusion, good work engagement will play a role, where someone will feel satisfied and enthusiastic at work (Nugroho and Kistyanto, 2024). According to Wu et al. (2022), individuals who perform well at work would undoubtedly receive favourable comments and accomplishments that will motivate them to pursue their career goals. The organisation must fully understand and facilitate their employee needs to advance in career. It is imperative for organizations to possess a comprehensive understanding of the career goals of their employees and support them in formulating rational career paths. Businesses' management should provide a range of demanding employment opportunities and professional ability trainings to effectively utilize and advance a varied range of people. Additionally, a solid career path for professional advancement and fair pay increases are essential since it validates individuals' sense of worth and accomplishment. One of the fundamental pillars of the nation's economy is the manufacturing sector. Therefore, the performance of the country was significantly impacted by worker productivity. This study is intended to educate organizations regarding the change in worker preferences. Employers need to invest in more trained individuals and improve existing rules and procedures to meet the needs and preferences of their workforce.

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