



Growth-oriented work culture:

Impacts on employee engagement

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Abstract

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<p>The growth-oriented work culture is believed to emphasize continuous learning, innovation, and professional development, which in today's busy and fast-changing corporate environment has been one important aspect of individual success and work motivation.</p> <p>This thesis author examined the relationship between a growth-oriented work culture and employee engagement. The study combined a quantitative survey of professionals across diverse industries and a qualitative literature review to provide an understanding of how growth-oriented practices influence employee engagement. The theoretical base included an exploration into some of the most used psychological models about people's motivation, fulfilled with newer publishes and previous investigations about growth opportunities and possible impacts on job satisfaction, and engagement. The purpose was to understand on a deeper level how a growth-oriented work culture impacts various aspects of employee engagement, including motivation, job satisfaction, and overall productivity, and how it could benefit both employees and organizations. Also, it examined some strategies for cultivating growth growth-minded work culture.</p> <p>The research was conducted during October and November 2024. The questionnaire included 12 quantitative questions and 4 qualitative questions. The survey received 46 responses.</p> <p>Results of the author's research observed that effective communication, ongoing training, and a well-structured feedback system are key elements that contribute significantly to employee engagement. Organizations should focus on enhancing these areas to further boost engagement levels.</p>
Key words Employee engagement, Career growth, growth mindset, work culture

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1 Introduction

1.1 Background and objective of the thesis

A growth-oriented work culture has emerged as a critical factor in determining employee engagement and organizational performance in today's fast-paced corporate environment. This culture, which emphasizes continual learning, innovation, and chances for professional development, is crucial in cultivating a highly motivated and dedicated team. According to research, firms with a strong, positive culture are 3.7 times more likely to experience enhanced staff productivity (Kohll, 2018).

The relationship between a growth-oriented culture and employee engagement is multifaceted. Such a culture not only attracts top talent but also retains it, with studies showing that companies with strong cultures experience a turnover rate of just 13.9% compared to 48.4% in organizations with poor cultures (Columbia University, 2022). Moreover, a growth-oriented environment encourages employees to be proactive learners, take on more responsibilities, and actively participate in the organization's development (Dweck, 2016). This synergy between culture and engagement creates a virtuous cycle, driving both individual and organizational growth.

This study examines the concept of growth-oriented work culture, defining its key attributes and exploring how these elements influence employee engagement. Employee engagement is characterized by the level of enthusiasm, commitment, and emotional investment employees exhibit towards their work and the organization. This study aims to show that a thriving growth-oriented culture can significantly enhance these engagement levels, leading to improved organizational outcomes.

As we delve deeper into this topic, we will explore how a growth-oriented work culture impacts various aspects of employee engagement, including motivation, job satisfaction, and overall productivity. We will also examine strategies for cultivating such a culture and the long-term benefits it brings to both employees and organizations in an ever-evolving business world.

The selection of this topic is motivated by personal interest, particularly as both authors have entrepreneurial experience in building and managing a company. We recognize that to achieve growth and expansion, employees play a crucial role, and maintaining employee motivation is equally significant yet challenging. Accordingly, we understand that fostering a growth-oriented work culture is essential for enhancing employee engagement. This study aims to facilitate a deeper understanding of how to effectively implement such a work culture and to evaluate its impact on sustaining employee engagement levels.

Ultimately, selecting this thesis topic was driven by a combination of personal passion, awareness of contemporary workplace challenges, and the desire to produce meaningful outcomes that can benefit organizations and enhance employee engagement.

1.2 Research questions

This research has three main goals:

- Explore: Investigate the characteristics of a growth-oriented work culture, including leadership styles, communication practices, and development opportunities.
- Analyze: Assess the impact of such a culture on employee engagement metrics, including job satisfaction, motivation, and overall morale.
- Identify: Pinpoint specific strategies organizations can implement to nurture a growth-oriented culture that enhances employee engagement.

To fulfil these goals our thesis aims to answer three main questions:

- How is a “Growth-oriented work culture” defined in the literature and in the minds of employees & employers? Do the views align or misalign?
- What are the impacts (on performance, job satisfaction, etc.) of a growth-oriented work culture according to the literature and the questionnaire?
- Based on the findings, what are the key points to utilizing a growth-oriented work culture in a way that increases employees’ engagement?

1.3 Scope

The study employs a mixed-methods approach, combining both quantitative and qualitative research methodologies to achieve its objectives. The quantitative component will include a survey designed to collect data on employees' perceptions and experiences regarding growth-oriented work culture. This survey will enable the analysis of measurable aspects of engagement and culture across various organizations. In contrast, the qualitative aspect will be focused on a thorough literature review, providing a comprehensive examination of existing research and theoretical frameworks related to growth-oriented work culture. This dual approach will facilitate a deeper understanding of the topic, allowing for robust insights into how growth-oriented work cultures can be effectively utilized to enhance employee engagement.

1.4 Overlay Matrix

Investigative questions	Theoretical framework	Results	Questionnaire questions
How is a “Growth-oriented work culture” defined?	3.1 3.2	6.2	5-8 (15 & 16)
What are the impacts of a growth-oriented work culture?	3.2 3.3 3.4 4	6.2	9-13
What are the key points to utilizing a growth-oriented work culture in a way that increases employees’ engagement?	3.2 3.3 3.5 4	6.2	14 15 16

2 Employee experience and engagement

This chapter provides definitions of the employee experience and engagement concepts and aims to assess the current understanding presented in the literature.

2.1 Link between employee experience and engagement

The employee experience is understood as the feelings of an employee about the organization, consisting of what people see and hear in their daily work lives. These aspects are inputs of an organization, employer, customers, and colleagues. *Engagement*, loyalty, and emotional commitment to the organization, work, and goals, instead are understood as a result of these inputs. Usually, an employer has the end goal of engaging the great employees by creating a positive employee experience. Job satisfaction, as a part of a positive employee experience, is a remarkable factor for individuals' loyalty and engagement with the organization. (Frempong, Agbenyo, Adjei, 2018)

Employees observe every occurrence at work and that builds up an experience for them that impacts their everyday lives, starting from the recruiting phase. They assess future employers and estimate what life would be like working in the company based on the enterprise interactions. (People Insight, 2023)

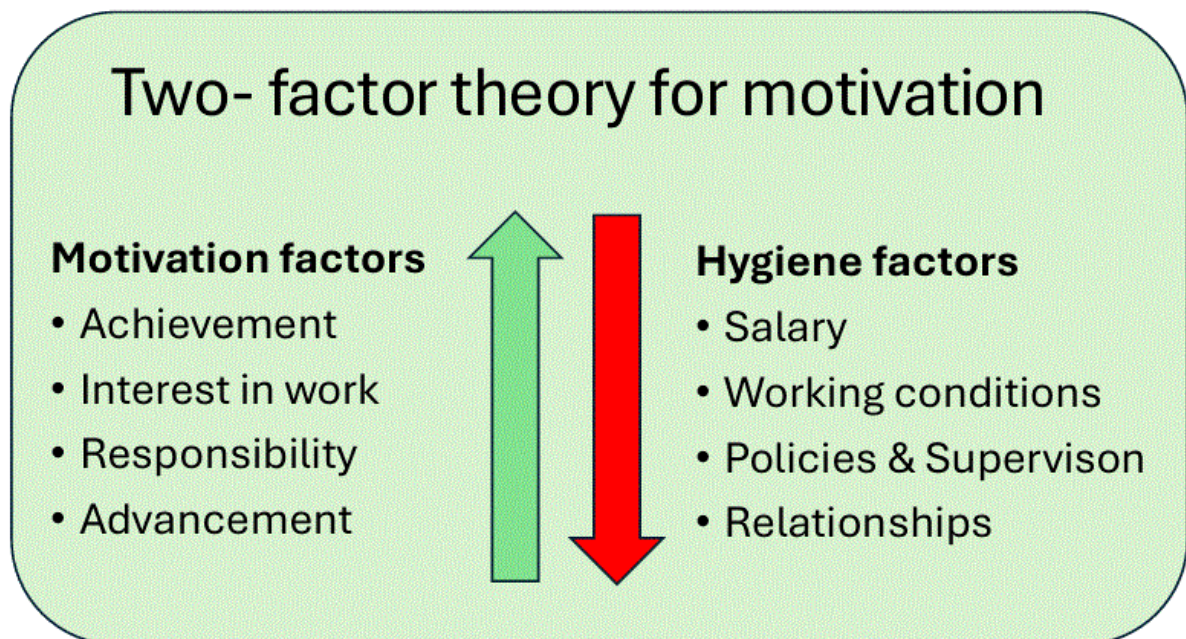
2.2 Employee Experience Theories

Edward Deci and Richard Ryan represented the Self-Determination theory (SDT) to deeply understand the employee experience. SDT focuses on human behavior motivation and the conditions that facilitate personal growth. SDT divides intrinsic and extrinsic motivation. Intrinsic involves doing activities for enjoyment and interest, while extrinsic doing activities for instrumental reasons. Extrinsic motivation can take different forms, such as external regulation (for rewards or to avoid punishment), introjection (boosting ego or avoiding guilt), identification (attaining personal goals), and integration (expressing oneself). Deci and Ryan stated that autonomous regulation, intrinsic motivation, identification, and integration lead to higher performance and creativity. Their theory emphasizes the satisfaction of basic psychological needs for competence, autonomy, and relatedness. (Meyer & Gagne, 2008) When satisfied, individuals can experience greater well-being, intrinsic motivation, and psychological growth. (CFSD, 2024)

Two-factor theory by Frederik Herzberg was built to address work motivation, and it especially clears the link between training and development and employee engagement. Herzberg named the terms discovered in his research *motivators*, intrinsic factors or satisfiers, and *hygiene factors*, extrinsic factors or dissatisfiers. Motivators include achievement, recognition, growth, advancement,

responsibility, and the work itself. Hygiene factors include company policies and administration, quality of interpersonal relations among peers, subordinates, and superiors, salary, job security, and working conditions. According to this ideology, to improve employee experience, organizations should focus on both motivators and hygiene factors (Abba, 2018)

Figure 1: Two-factor theory for work motivation. Adapted from Techjockey.



2.3 Employee Engagement Theories

William Kahn (1990) is known among the first ones to introduce the term “employee engagement.” He expressed that engagement and disengagement are functions of the experience of three conditions: *meaningfulness*, *safety*, and *availability*. These three states provide insights for understanding employee well-being. To understand them through questions, we can consider: (1) How *meaningful* it is for me to bring myself into this performance? (2) How *safe* it is to do so? (3) How *available* I am to do so? Meaningfulness refers to employees’ feelings that their contributions matter, align with their values, and have a positive impact. Safety means feeling comfortable with self-expression, taking risks, and making mistakes without fear of negative consequences. Availability refers to a sense of capability and feeling prepared for work. Aspects such as work overload, poor recovery, or lack of resources can negatively affect to feeling of availability. (Truss, Delbridge, Alfes, Shantz & Soanie, 2014)

The Job Demands-Resources (JD-R) model, developed by Arnold Bakker and Evangelia Demerouti, sees employee engagement as the opposite of burnout. It is used in occupational

health psychology to understand how various job characteristics, employee well-being, and job performance relate. According to the model, every job *demands* and *resources* have different impacts on employee experience, well-being, and engagement. (Bakker, Tummers, 2021)

Job demands are the aspects requiring physical, psychological, or emotional effort from the employee, such as workload, time pressure, role ambiguity, physical strength, or emotional demands. High demands have a potential risk of leading to exhaustion and stress if they exceed an employee's coping abilities. (Truss, Delbridge, Alfes, Shantz & Soane, 2014)

Job resources instead help employees to fulfill these demands and achieve work goals. Resources can include social support, autonomy, feedback, opportunities for development, tools and equipment, and clear job expectations. Great job resources balance a load of demands, fostering motivation, personal growth, and well-being, and are associated with increased motivation, job satisfaction, and engagement. (Truss, Delbridge, Alfes, Shantz & Soane, 2014)

Previously described Self-determination theory and Two-factor theory, like many of the other theories about employee experience understanding, provide insights into how organizations can create environments that enhance positive employee experience, leading into higher level of engagement. Therefore, it is hard or even impossible to distinguish theories into employee experience or engagement only. (Frempong, Agbenyo, Adjei, 2018)

2.4 Importance of engaged workforce

Employers are interested in increasing engagement levels due to various reasons, importantly better financial outcomes.

When there is a high commitment to work, employees tend to work with higher effort and energy in their tasks. If engaged employees perform better and produce more, they are therefore increasing profits or work value. They usually excel in customer service, building positive relationships with them, as they are motivated to meet customer needs or exceed their expectations. Satisfaction and loyalty between clients and customers increase when customer ratings go up. Happy customers are more likely to make repeat purchases and recommend the company to others, that way contributing to revenue growth. (Yadav, 2018) (Sale & Jones, 2019)

Engaged employees commit and stay longer in the company, reducing the effort and costs of recruitment, leaving more of these resources for work to make revenues, such as investing and developing. (Yadav, 2018) (Sale & Jones, 2019)

They are more content and psychologically well-being, therefore able to perform at their best, while experiencing less stress, leading to less sickness, burnout or absence caused by other reasons. Stress levels and uninterest in work can also make employees commit more errors and mistakes, which can impact negatively to profitability. (Sale & Jones, 2019)

2.5 Drivers of employee engagement

Overall, what drives engagement? This thesis focuses mostly on growth opportunities and career development, and how they drive employee engagement. Other aspects of retention and engagement according to the literature can be clearly defined roles for employees, and trustworthy and fair management. (Qualtrics LLC, 2022)

When employees can actively participate in planning and decisions and notice their positive impact on organizational goals, they experience the feeling that their contributions matter, and engagement increases through motivation. A sense of belonging and inclusion among colleagues and supervisors contributes to engagement. Employees feeling valued and part of a supportive community are more likely to commit to the employer. Physical and mental well-being, great work-life balance, and management that promotes health create a positive environment. (Qualtrics LLC, 2022)

Challenging work tasks can raise feelings of meaningfulness. Problem solving creates a sense of accomplishment leading to positive emotions. Many researchers have shown that continuous challenges contribute to engagement. (Truss, Delbridge, Alfes, Shantz & Soane, 2014)

Boredom, and dissatisfaction due to an under-stimulating work environment have been found to be negatively related with engagement and positively to disengagement and exhaustion. Engaged employees experience work as fun, which is one reason why they work hard. Still, not all hardworking employees are engaged. Other reasons for hard work can be e.g. financial needs or promotion chasing. Instead of an engagement, this behavior is referred to as *workaholism* in literature. (Truss, Delbridge, Alfes, Shantz & Soane, 2014)

Organizations offering their employees dedicated training and development can enhance their engagement. This statement is supported by various research in many different industries, e.g. in hotels, restaurants, constabulary officers, soldiers, and teachers. (Truss, Delbridge, Alfes, Shantz, Soane, 2014) Employees who see a long-term future with their organization are more engaged, therefore providing growth opportunities and career development confirms the intent. (Qualtrics LLC, 2022)

When all these matters are taken into consideration, it can construct an effective engagement strategy. (Qualtrics LLC, 2022)

3 Growth-minded work culture

In this chapter, we explain what the growth-minded work culture means in this thesis, open the growth mindset concept supported by literature, and discuss career management.

3.1 Definition

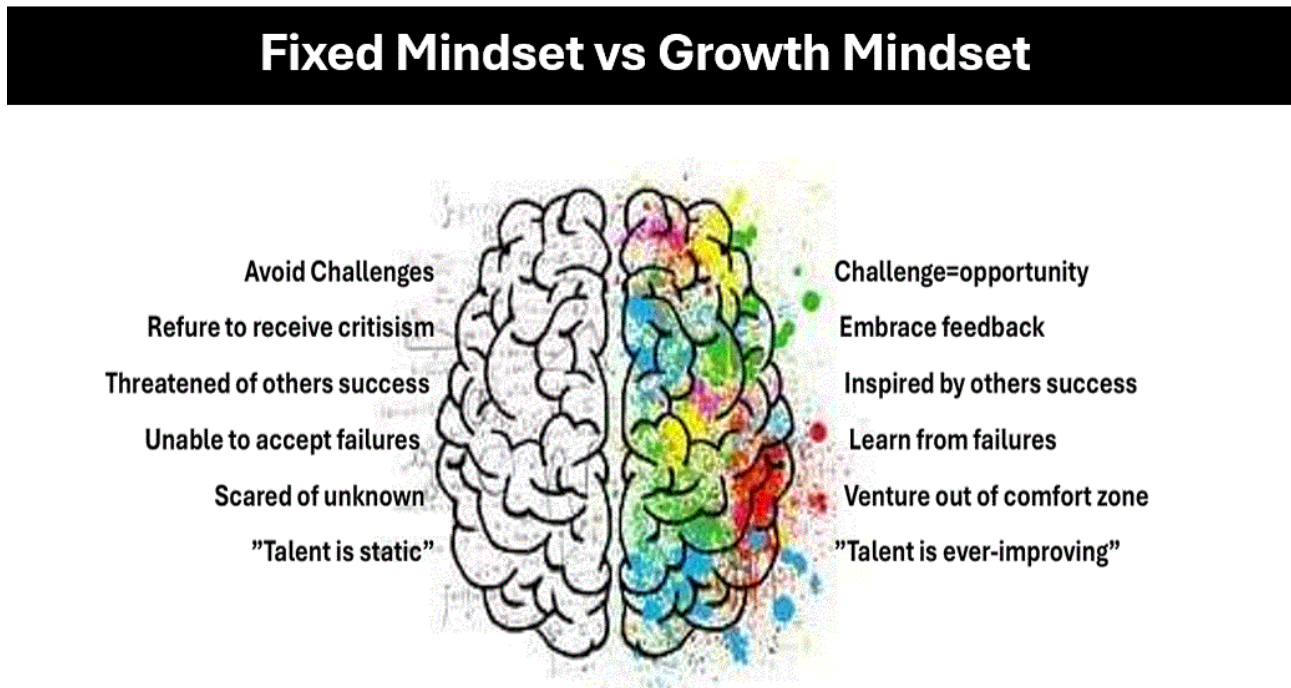
Culture can mean different things in different contexts to different people, and it can only be defined by experience. In this thesis, we refer to the *work culture* as shared experiences, values, beliefs, and practices between the people inside the company. (Eckerwall, Karlsson, 2021) *The growth-minded work culture* we describe as a workplace where employees can advance their careers inside the enterprise, the companies that offer regular training and development or career growth programs. They expect and take into consideration employees desires to learn, challenge, and get promoted. In growth-minded workplaces, employers can promote this culture e.g. by providing clear promotional criteria, developing transparent career paths, and offering opportunities to learn skills for career development. (NeuroLeadeship, 2018)

3.2 Growth mindset

A *growth mindset* is an ideology, and it can be understood by comparing it to a *fixed mindset*. The individual who has a fixed mindset acts proving and demonstrating skills and attempting to perform better than others. When facing a problem, the ideas arising can be “*Am I good enough to solve this?*”, “*I may do mistakes*” and “*others may do this better* “. In growth mindset, individuals want to improve and develop and attempt to perform *better than before* instead of better than others. Problems are approached with the attitude that they are a chance to develop skills, and that there is always the possibility to get better. (NeuroLeadeship, 2018) A growth mindset is related to optimism and risk-taking, and it helps to get promotions and achieve one’s full potential. Employees with a growth mindset trust their abilities to learn new skills. They may even actively seek out problems and they see challenges as opportunities to learn instead of obstacles, they also take critical feedback more of an opportunity to evolve instead of judgment. (Sage, 2023)

Adopting a growth mindset can boost motivation and performance, and bring greater fulfillment in both personal and professional life. By focusing on continuous learning and embracing challenges as opportunities for growth, individuals can realize their potential and cultivate a passion for self-development and improvement. (Trencseni, 2023)

Figure 2: Fixed mindset vs Growth mindset. Adapted from Lifehack



3.3 Career growth

Career growth contains every step on employees path they walk as they pursue professional goals to progress in their career and enhance their capabilities. Little steps like acquiring new skills, or bigger ones, such as advanced degrees and promotions are all part of this journey. (Dewar, 2023)

Career growth opportunities can be attractive factors to wake up job candidates' interest. Same time they reduce costs in talent acquisition because keeping great employees is a more viable long-term solution than the reliance of recruitment from outside. Providing opportunities for advancement within the organization can make employees stay with the company longer. When employees are chasing promotions, they usually focus on excellent performance in their current position. Therefore, employers can benefit from career growth support. (Dewar, 2023)

Higher salary, better work-life balance, sense of purpose, and achievement or status are some most desirable outcomes for employees seeking a workplace where they can professionally grow. (Dewar, 2023) Continuous skills development equips employees to adapt to changing job requirements and market conditions. The feeling of job security also grows that way. (Samat, Hamid, Ali, Juahari, Ghazali & Nawi, 2020)

3.3.1 Training and development

Training and development are planned efforts to improve knowledge to perform in work. They facilitate employee growth, increase their skills, prepare them for greater challenges, and enable working in different roles. Training can think of being task-oriented because it refers to the use of a specific skill that employee needs in a specific task. On-the-job training sessions, workshops or online courses are typical training methods. When facing an immediate skill gap, training practices can be fast and effective help for enterprises.

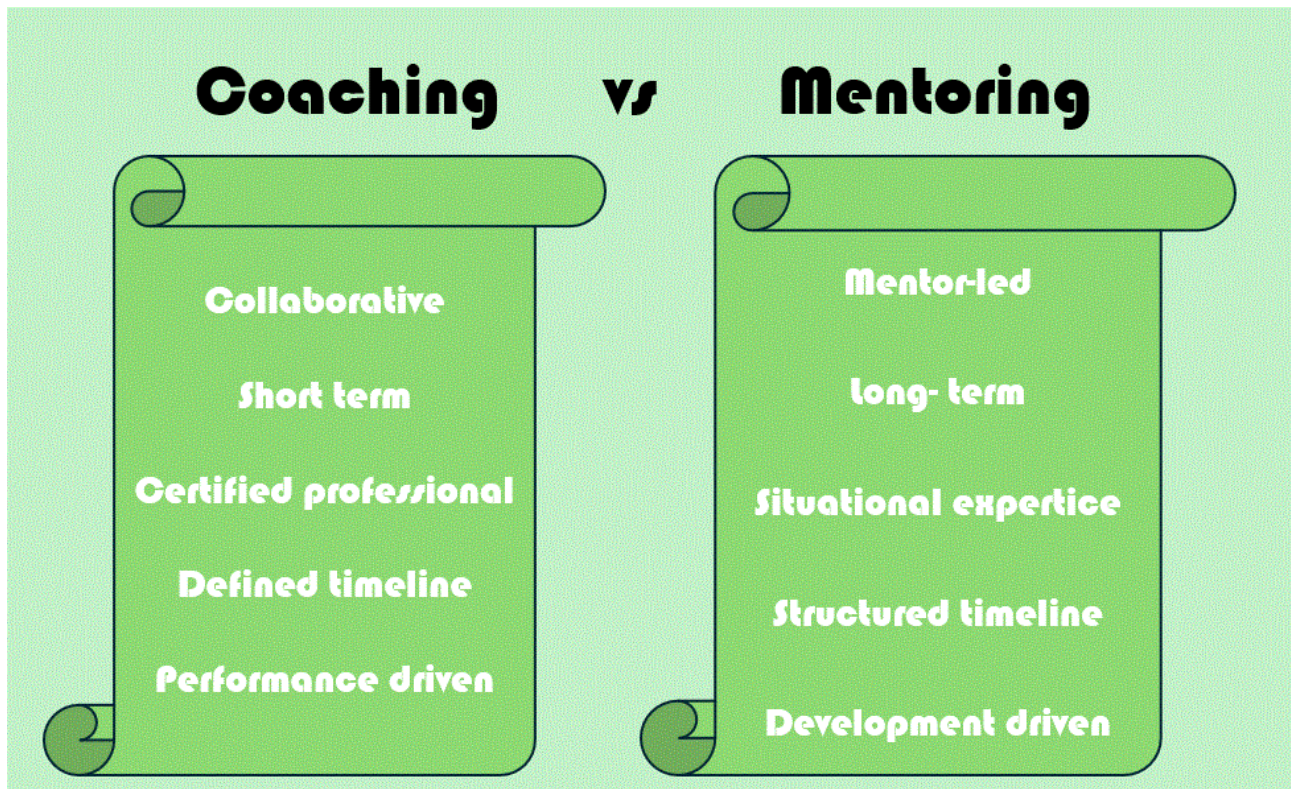
Development encompasses broader, long-term professional growth and advancement of employees. It aims to enhance capabilities and potential for future roles or responsibilities. Activities can include job rotations, education programs, and stretch assignments. (Jones & Gorell, 2014) (Rivers, S. 2023)

Organizations need to consider the importance and benefits of training, as it means investing time and capital. Happy employees are usually a bonus when considering the outcomes of training. Measures should be taken to know that these investments are making results and that the value for money is achieved. (Jones, Gorell, 2014)

3.3.2 Coaching and Mentoring

Training and development focus on building skills and capabilities, while *coaching and mentoring* involve providing more personal, usually one-to-one interaction for guidance and support to help individuals achieve goals. All these four approaches support employee learning, growth, and career advancement. Especially coaching and mentoring are more individualized, they can make employees feel valued and contribute to a positive work experience. The target is usually to increase employees' competencies, but same time practices may also have effects on persons confidence and social communication. (Hilali, Mughairi, Kian & Karim, 2014) Coaching and mentoring are parts and essential practices in the growth-minded work culture. In a dream organization, every manager aims to coach their staff regularly. (Jones & Gorell, 2014)

Figure 3: Coaching and mentoring Adapted from Roux.



Coaching often refers to specific skills to be coached during a short period of time, while mentoring focuses on broader career guidance, professional growth, and skill development. Jones and Gorell defined coaching (2014) “*Conversation where the coach acts as a facilitator to the coachee, so that they learn, gain insight and take action toward a specific and agreed outcome.*” (Jones & Gorell, 2014)

Suzanne Faure defined mentoring (2014) “*Supportive learning relationship between a caring individual who shares his/her knowledge, experience, and wisdom with another individual who is ready, willing, and able to benefit from this exchange to enrich their professional journey.*” (Hilali, Mughairi, Kian & Karim, 2014)

The coach and coachee usually have regular meetings for feedback, encouragement, and advice designed for the coachee's needs and objectives. Mentoring relationships are often more informal. The mentor provides advice and feedback similar to the coach while assessing and observing mentees' (employee) work. A mentor usually has years of experience in a role or skills that the mentee is learning, and she/he serves as a role model for a mentee. (Hilali, Mughairi, Kian & Karim, 2014)

3.4 Managing career development

A desirable process of *career management* would be a connection between employer and employee, supporting employees in building fulfilling career plans. (Diard, 2023) Career management can be explained as an act by which an individual's professional development is planned in accordance with organizational needs. Automatically this does not mean that an individual's personal needs and well-being are aligned. People necessarily are not interested just in learning new things or getting promoted, instead, they have to be self-aware of their future wishes and that way understand how their new knowledge will help them to reach their goals. That highlights the importance of communication between management and employees. Managers should actively ask and listen to employees about their career dreams and employees need openly to discuss their needs. (Truss, Mankin & Kelliher, 2012) Initiating dialogue and debate and signaling the importance of continuous learning, managers signal to employees that new ideas and suggestions are appreciated, supporting growth-mindedness. (Eckerwall, Karlsson, 2021) Career development demands attention from human resource development professionals. Organizations need innovation and creativity in HR practices to engage the workforce so that it serves the needs of employees and the company. Before going to the external marketplace to recruit new personnel, managers could scale the potential of their current employees. (Truss, Mankin & Kelliher, 2021)

Buckingham and Clifton (2001) argued that employees are more likely to thrive in roles that allow them to leverage their unique strengths. According to their *strength philosophy*, everyone has their strengths and capabilities, and when they are identified they can further develop into great competencies, and employees can naturally excel and shine in his/her role. Therefore, career management and development efforts should concentrate on aligning employees with positions and tasks that fit with their strengths, and it into success and inspiring career path. Teamwork can become more effective when teams can collect different talents of motivated individuals, that support each other, leading to superior results. (Truss, Delbridge, Alfes, Shantz & Soanie, 2014)

3.5 Creating a growth-minded work culture

Individual's own willingness to grow combined with leadership support fosters a growth-minded work culture. Managers are role models for their subordinates and their mindset affects to employees' mindsets as well and the work culture atmosphere forms initially from there. (Eckerwall, Karlsson, 2021)

Not even the most successful or charismatic leader can change the whole culture and motivate every employee in a big company. (Forsyth) For example, influencing a person, who meets almost

every employee, such as a receptionist, can be considered how they offer superior service and behaviour for their section. (Forsyth, 2006)

Interviews or surveys for motivation can be organized to check the situation, for manager role description should include a role as a motivator, social activities can be applied and maintained, and a communication role (Forsyth, 2006.)

Planning coaching strategy is working on how to transform future vision into reality. Clarifying the future vision is of utmost importance in communicating with employees.

Achieving a sense of satisfaction for most employees is the most powerful motivator according to Forsyth. Therefore, goal setting is essential in actions pursued to enhance employee motivation and engagement. Sales amount, production time and quality targets, cost savings or customer satisfaction rates are typical goals, and they can be measured easily.

If actions for engagement reach the goals of greater employee retention, they are worth it. In some industries, for example, high caliber technical or sales staff, fast turnover is a norm, then instead of retaining employees for life-long careers inside the company, three years instead of two would be a good target. (Forsyth, 2006)

4 Significance of growth-minded work culture for employee experience and engagement

This chapter combines two previous topics and investigates from the literature the explanation and understanding of how the growth-minded work culture can contribute the employee engagement. There are many previous studies about growth mindset, training and development, career growth plans, coaching, and mentoring programs that impact employee experience and engagement.

Abba (2018) has published a qualitative study about the relationship between training and development and employee retention in Bauchi State Metropolis Banks, using the Two-factor theory (Fredrik Herzberg) as a literature support to understand how increasing employee motivation through training and development could improve employee retention. She demonstrated that training and development increased employees' engagement and time working in the company, meanwhile, lack of training could make employees lose motivation for work. She argued also that dissatisfied employees work less effectively to reach organizational goals. (Abba, 2018)

Offering employees new positions is a way to address talent needs in cases of job shortages, which saves the employer from long external recruiting processes. (Diard, 2023) Optimization of individual skills contributes to employee satisfaction and quality of life at work. If supporting employee's career growth improves employees' employability and adds work opportunities, that way their risk of facing unemployment falls. This usually decreases stress and feelings of insecurity among employees, removing possible reasons to turnover (Diard, 2023). Organisations that invest training and developing their staff, have most likely employees who are more capable for their work, also psychologically, and more engaged. (Rumbles, 2022)

“Organizations define success with the implementation of growth mindset initiatives in various ways, but employee engagement scores top on the list of specific impact metrics.” (NeuroLeadership, 2018)

In a survey of various industries in the US, conducted by Amazon and Workplace Intelligence, 74% of Gen Z and Millennials said to be ready to leave their company due to a lack of career growth opportunities. (Workplace intelligence, 2022) Similarly, the quantitative study made in Mara University of Technology in Kuala Lumpur recommends companies focus on career development to engage their employees, because a lack of opportunities to develop can be the primary reason for an employee's resignation. (Samat, Hamid, Ali, Juahari, Ghazali & Nawi, 2020)

Zhu and Song studied career growth impacts on work engagement by collecting literature and conducting a survey with knowledge workers. The study suggests that achieving career goals and developing skills fosters organizational engagement among knowledge workers. However, the positive effect of organizational rewards on work engagement hasn't been confirmed. Knowledge workers may view growth from organizational challenges as a sign of trust, which makes them more likely to attribute their progress to the organization. Career growth positively influences affective commitment, which in turn enhances employee engagement. Affective commitment mediates the relationship between career growth and engagement. Perceived organizational support strengthens the link between career growth and affective commitment. (Zhu, Song, 2022)

5 Research methodology

Research methodology describes logical and systematic plans for how to conduct the research. Details ensure that the research is valid and reliable. It tells about what kind of data is used and how it is collected and analyzed. (Indeed, 2024)

5.1 Quantitative and qualitative research

The main types of empirical research, quantitative and qualitative research methods, approach questions differently. Quantitative research aims to provide precise, measurable causal explanations, often in numerical terms. Wide surveys can be considered as quantitative research since different kind of answers of participants are calculated and that way researchers can prove some experiences and opinions more probable and liable than others. (National University, 2024)

Qualitative research explores subjective "how" and "why" questions by explaining the answers. The data is usually gathered from smaller sample sizes, using personal interviews.

A key difference is that in qualitative studies, researchers analyse data to form hypotheses or theories based on their findings. In quantitative research, the researcher begins with a hypothesis and designs the study to test whether the data supports it. (National University, 2024)

5.2 Mixed approach methodology

Quantitative research in this thesis is conducted in the form of wide surveys, collecting employees' perceptions, opinions and experiences about growth-oriented work culture and how it affects their engagement with their work and organization. Answers were collected among multiple industries to enable a general analysis of aspects of the topic. Also, we included some qualitative questions in the survey to find a more open view on the topic and give participants a chance to leave recommendations and their own words to describe their feelings.

Qualitative research for this thesis, additionally for open questions in the survey, consists of learning from literature and existing studies about employee engagement and growth-oriented work culture. This literature-based qualitative part therefore can be called secondary research in this case.

Since there already exist multiple research studies about the impacts of employee engagement, we decided to take into account them, focusing especially on the growth opportunities in these examinations. Fulfilling our study with our own survey allowed us to ask our specific research questions and get reliable up-to-date data. This mixed-method approach facilitates a deep understanding about the insights of how the growth-oriented work culture can support employee engagement.

5.3 Data collection and management

This chapter explains how data for our study was collected, who were the responders, and in which industries they work. Also telling how we save and handle the data, protecting the anonymity of participants.

5.3.1 Target Population and Engagement Strategy

The target population consists of employees and business owners from various organizations emphasizing growth-oriented work culture across sectors like technology, finance, healthcare, and wellness.

To obtain a satisfactory amount of data from the survey, some methods for engaging with the target population were used. An anonymous online survey was used to encourage participation without worrying about repercussions or judgments. Leveraging professional and personal networks utilizing industry associations and platforms like LinkedIn and Instagram to promote the survey. Snowball sampling was used to increase the number of responders, the participants were encouraged to recommend the survey to other colleagues.

5.3.2 Sampling Study Approach

Because of its effectiveness, resource limitations, and statistical analysis, the study will use a sample study approach. Given the potential number and diversity of the target population, this approach makes the data collection process easier to handle.

Generalizations about the larger population can be made possible by statistically meaningful insights into the study objectives that can be obtained from a well-defined sample. A stratified sample technique will be used to choose participants to reflect different target population groups. Data on growth-oriented work culture and employee engagement will be collected through the distribution of a carefully planned survey to the sample.

The goal is to investigate and make insightful findings on the connection between employee engagement and a growth-oriented culture in the workplace.

5.3.3 Managing Individual Data

At every stage of the study, personal information will be handled with diligence to address ethical issues complying with guidelines provided by Haaga-Helia UAS. This includes:

- **Anonymization:** To protect participant identities, all survey answers were anonymous. No personally identifiable information, such as, name, email or personal contact was required to participate in the survey.

Data Minimization: Only the personal data required to meet the goals of the study, for example, age group and field of work, was gathered, and any sensitive information will be managed in compliance with ethical standards.

- **Verifying Consent from Participants**

Consent from participants was acquired following the bellow procedure:

All the participants were informed about the purpose of the survey, and that the data collected is only going to be used for the development of this thesis. the participants were also informed about who are the thesis authors and that the thesis is meant for the completion of the Business Administration course in Haaga-Helia. The participants could also withdraw their responses by contacting the thesis authors at any time.

- **Research Data Storage**

To avoid unwanted access, all data collected will be storage on a password-protected encrypted Google Drive, where only the thesis authors have access to it,

- **After Thesis Completion**

Data Retention: In accordance with institutional policies, the authors retain ownership of this thesis data as this is not commissioned. Upon the completion of the thesis, the research data is typically destroyed, however, the data collected from the survey may be kept for 1 year by the authors to verify and confirm the results. The survey data is only intended to be used in this study, and for any further studies a new survey shall be conduct. To avoid any unwanted access, data will be safely erased at the end of the retention period.

5.4 Validity and reliability of the research

The validity of a study ensures that the findings are accurate, reliable, and trustworthy. For any research, this means confirming that the data collected is precise, free from researcher bias, and reflects the perspectives of participants accurately. Reliability refers to the consistency of measurements in research. It means that if a study is repeated under the same conditions, it should lead to similar results each time. (PhDservices, 2024)

Literature part for our study consists of books of reputable authors, most of them used in universities across the country and abroad. Theories represented, such as ---- belong into the most popular ones in various scientific articles, books and research. When selecting articles for the research,

we preferred to use scientific publications and trustworthy sources with up-to-date information, avoiding too old articles.

The development of survey questions for this study involves a comprehensive review of literature, clear definition of constructs, formulation of question types, pilot testing, focus on relevance and clarity, alignment with research objectives, and inclusion of diverse perspectives. The process begins with a thorough literature review, identifying established constructs and synthesizing insights from previous studies.

A clear definition of constructs was crucial, including elements like support for ongoing learning, opportunities for career advancement, and encouragement of innovation. Dimensions are broken down into specific dimensions, such as emotional commitment, motivation, and job satisfaction. Question types include Likert Scale Questions, Multiple Choice Questions, and Open-Ended Questions, which provide qualitative data and allow participants to express thoughts in their own words.

Pilot testing is another crucial step in drafting questions, with preliminary testing administered to a small, diverse group of individuals, feedback collection from participants, and refinement based on insights, in addition to that, the university thesis advisor confirmed the survey suitability before sharing the final survey. Each question was reviewed to ensure clarity and relevance, minimizing ambiguity and staying on topic.

Questions were specifically linked back to study objectives and eliminated if they were not in line with them to keep the focus on the goals. To better comprehend how culture and engagement affect various groups, a variety of viewpoints were presented, including demographic and contextual issues. All things considered; the development process guarantees that the survey questions are pertinent and successful in capturing how employee engagement is affected by a growth-oriented workplace culture.

5.5 Matching survey questions with theoretical ideas and definitions

A methodical approach was used to link survey questions with certain theoretical concepts or definitions in the context of growth-oriented work culture and its effect on employee engagement. The specific actions done throughout this procedure are below.

5.5.1 Theoretical Framework Formation

Literature Review: To find accepted ideas and terminology about growth-oriented work cultures and employee engagement, a thorough analysis of pertinent literature was carried out.

Finding Core Theories: Important theoretical frameworks that highlight the significance of support, autonomy, and growth opportunities in employee engagement were found, including the Self-Determination Theory (SDT) and the Job Demands-Resources (JD-R) model.

5.5.2 Construct Definition

Defining Key Constructs: Every construct was outlined in detail, including the aspects that are included in employee engagement (e.g., emotional commitment, job satisfaction) and growth-oriented work culture (e.g., learning opportunities, encouragement for creativity, and open communication).

Dimensions Specification: Measurement specificity was made possible by the dimensions that were identified. For example, "support for innovation" might be further subdivided into elements like resources for innovative initiatives, implementation of training programs, and encouragement from leaders.

5.5.3 Survey Questions in Line with Theoretical Ideas

Aspects-Based Question Development: Every survey question was thoughtfully written to represent aspects found in the theoretical framework. For instance:

"How often does your organization provide training or learning opportunities to enhance your skills?" may be a related question if "professional development opportunities" is a component of a growth-oriented work culture.

Using Established Scales: Established surveys and scales from earlier studies were used or modified where appropriate. The Utrecht Work Involvement Scale (UWES), for instance, can offer a trustworthy gauge of involvement by making sure that the questions correspond with established components.

5.5.4 The Iterative Review Method

Drafting and Editing Questions: Throughout several rounds, draft questions were examined considering the initial theoretical constructions and definitions. To guarantee that every question appropriately captured the required theoretical notion, modifications were performed. Unaligned questions were either changed or eliminated.

Focus Groups or Feedback Sessions: Getting feedback on how well the questions fit the theoretical structures was made easier by holding focus groups with the intended responders or co-

workers. Regarding the established constructs, participants gave comments on whether they believed that certain questions correctly reflected their experiences.

5.5.5 Pilot Testing for Validation

Pilot Test Implementation: As previously said, data collecting to confirm the preliminary survey was made possible by conducting a pilot test. The answers provided insight into how participants understood the questions.

Data Analysis: The researcher evaluated the construct validity and reliability of the survey questions by examining the answers to the pilot test. Based on statistical findings, changes were made to enhance the clarity of the questions and their conformity to theoretical frameworks.

6 Results and analysis

6.1 Demographics of the survey's participants

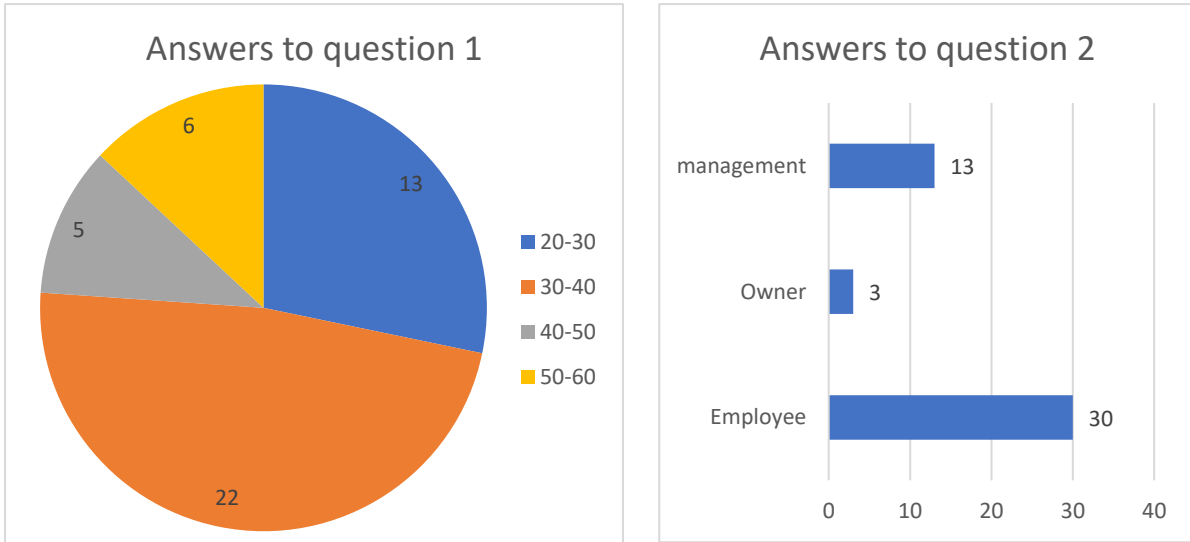


Figure 4 (left). Answers to question 1: "What is your age group?". n = 46. Figure 5 (right). Answers to question 2: "What is your position in your company?". n = 46.

The survey results of the first question (Figure 4) indicate a predominantly younger workforce, with 76% of respondents under the age of 40. The largest group is the 30-40 age bracket, comprising 48% of participants, followed by 28% in the 20-30 age range. Only 24% are aged 40 and above, indicating a smaller representation of older employees. This is expected as the questionnaire was advertised to a younger social network.

The distribution of positions indicates that 65% of respondents are classified as employees, while 28% are in management roles and 7% (three responders) are owners. This suggests that the survey captures predominantly perspectives from those engaged in day-to-day operations and decision-making processes.

With a majority of respondents being employees, the insights gathered can reflect the sentiments and experiences of the workforce (Figure 5). Their feedback could reveal valuable information regarding workplace culture, satisfaction levels, and growth opportunities. The presence of management (28%) also ensures that there are insights from those in leadership roles who can influence strategic decisions.

Given this mix, the results can provide a comprehensive view of how growth culture is perceived across different levels within organizations. Focusing on feedback from employees can help identify areas for improvement, while insights from management can assist in aligning strategies for fostering a positive workplace environment. These perspectives can guide initiatives that cater to both employees and management, implementing a culture of collaboration and growth.

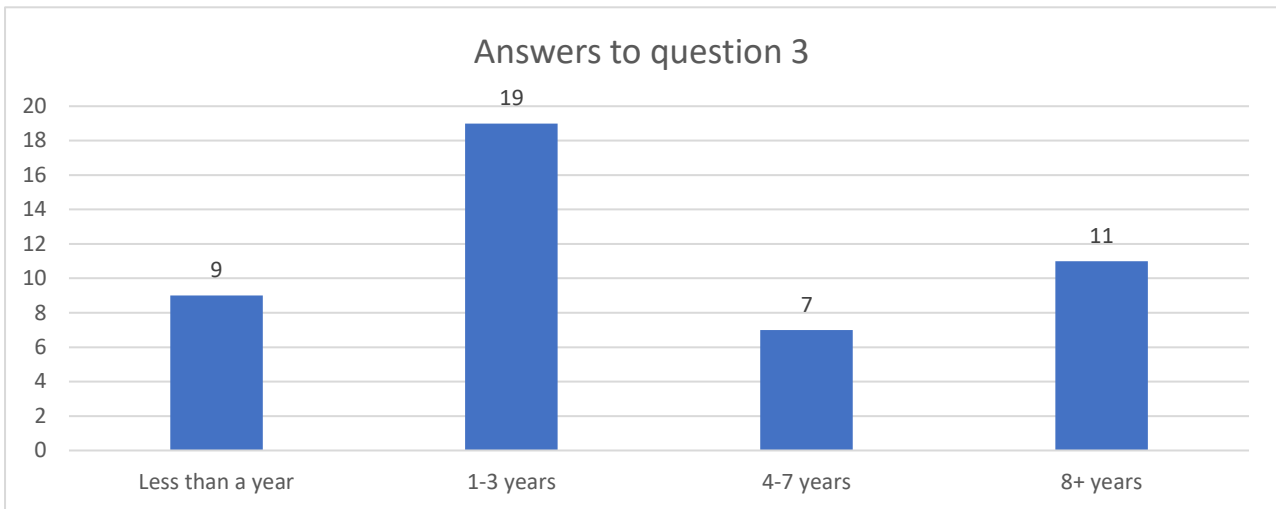


Figure 6. Answers to question 3: "How long have you been with your current employer?". n = 46.

The results from Figure 6 indicate that a substantial portion of respondents (41%) have been with their current employer for 1-3 years, suggesting a relatively youthful workforce in terms of tenure. This may reflect either a recent shift in employment trends or, as expected with a younger responder group, a normal occurrence. Additionally, 20% of respondents have been with their employer for less than a year.

The presence of 24% of respondents who have been with their employer for 8 years or more indicates a solid core of long-term employees. Their insights can be invaluable for understanding organizational culture and the effectiveness of growth initiatives over time.

Table 2. Answers to question 4: "In which industry are you employed?". n = 46.

In which industry are responders employed in	Score
Beauty industry	4
Catering	2
Construction	1
Education & research	3
Energy & environment	4
Finance	4
Food industry	2
Government official	2
Healthcare	2
IT	4
Manufacturing	2
Non profit organization	1
Retail	4
Technology	4
Transportation & logistics	2
Travel industry	5

The results from Table 2 reveal a diverse range of industries represented among the respondents, with the Travel industry having the highest representation at 5 respondents (11%). Other notable sectors include the Beauty industry, Energy & Environment, Finance, IT, Retail, and Technology, each with 4 respondents (around 9% each).

Several industries, such as Catering, Construction, and Non-profit organizations, have fewer representatives, suggesting less input from these sectors. The mix of industries among respondents can enrich the responses, providing a variety of perspectives on workplace growth culture and practices.

This diversity in industry representation allows for a more comprehensive understanding of growth culture across different sectors. Initiatives aimed at fostering growth can be tailored to specific industry needs, acknowledging the unique challenges and opportunities faced by each sector.

6.2 Growth Culture questionnaire results

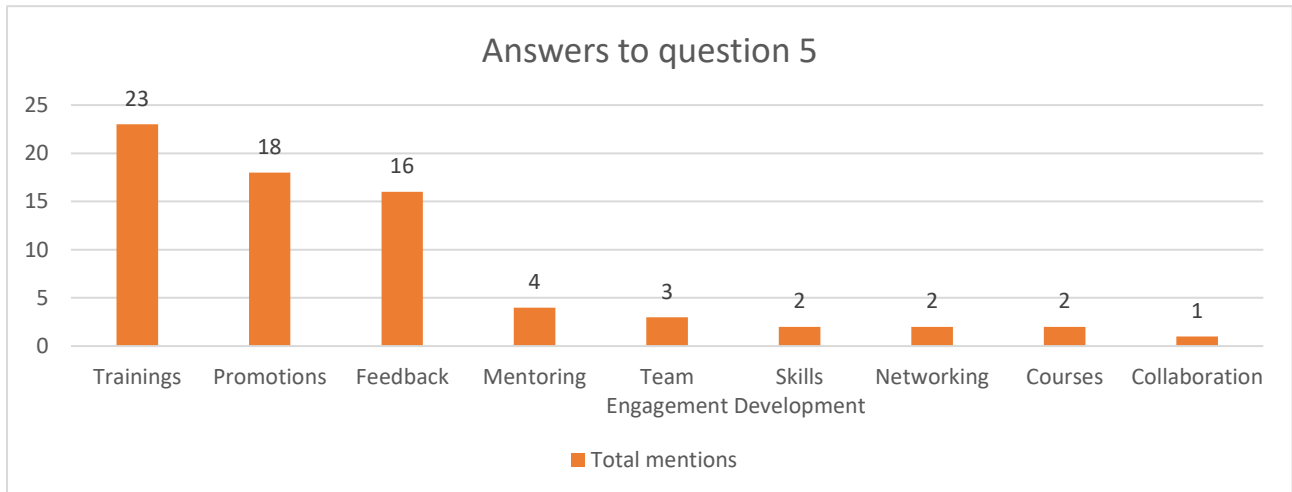


Figure 7. Answers to question 5: “What do you consider growth opportunities in your work?”. n = 46.

The results from Figure 7 indicate that trainings are viewed as the most significant growth opportunity, with 23 mentions (approximately 36%). This highlights a strong interest in professional development through structured learning processes.

Promotions follow closely with 18 mentions (28%), suggesting that employees value upward mobility within their organizations. Feedback is also a critical area, with 16 mentions (25%), indicating that respondents see constructive feedback as essential for personal and professional growth.

Other opportunities like mentoring (4 mentions) and team engagement (3 mentions) received fewer mentions, suggesting that while these are acknowledged as valuable, they may not be prioritized as highly as training and feedback.

The lower mentions for skills development, networking, courses, and collaboration (all totaling under 5 mentions each) suggest they are perceived as less critical, though they still play an important role in overall growth opportunities.

These insights reflect a clear emphasis on development through structured training and feedback, indicating areas where organizations can focus their growth initiatives to meet employee expectations effectively.

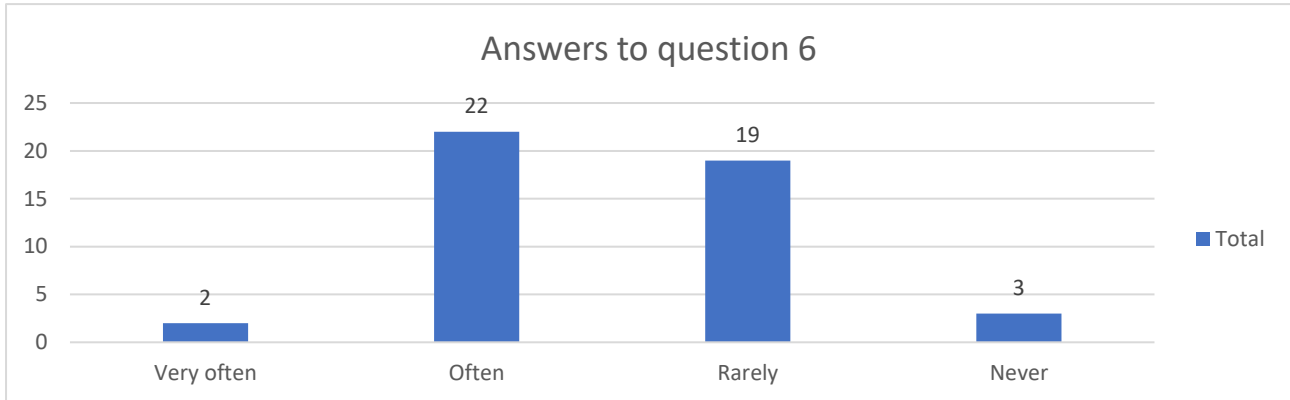


Figure 8. Answers to question 6: “How frequently are you offered opportunities to participate in skills training or educational workshops relevant to your role?”. n = 46.

The results from Figure 8 indicate that a significant majority (48%) of respondents feel they are offered opportunities to participate in skills training or educational workshops often. This suggests that many organizations are actively providing development opportunities, which is a positive sign for fostering a growth culture.

However, nearly half the respondents (41%) indicated that they are offered these opportunities rarely. This indicates a notable gap that may need to be addressed to enhance overall employee satisfaction and development. Additionally, 11% of respondents (combining those who answered never and very often) reflect a wide variance in experience regarding access to training.

These insights highlight the importance of consistently offering relevant training programs to ensure all employees feel supported in their development. Organizations can consider increasing the availability of training opportunities, promoting a culture of continuous learning that benefits both employees and the company as a whole.

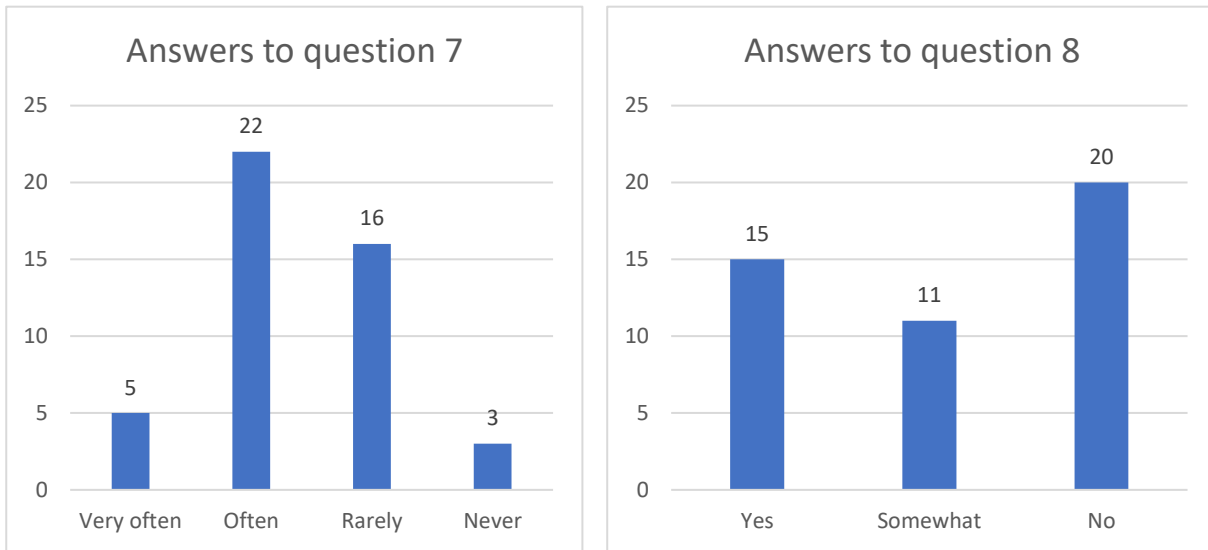


Figure 9 (left). Answers to question 7: “How often do you receive constructive feedback aimed at helping you to improve or grow in your role?”. n = 46. Figure 10 (right). Answers to question 8: “Are there clear criteria for promotions or advancement opportunities in your organization, and are they communicated openly?”. n = 46.

The majority of respondents (48%) from Figure 9 report receiving constructive feedback often, indicating that many employees do have access to guidance that can aid their professional development. This is a positive sign for fostering a culture of continuous improvement.

However, a significant portion, 35%, feel they receive feedback rarely, and 6% report they never receive feedback. This points to a noticeable gap that may hinder their growth and development within their roles.

The limited feedback frequency suggests opportunities for organizations to enhance their feedback mechanisms. Encouraging regular and structured feedback sessions can help ensure that all employees receive the guidance they need to improve and advance in their careers. Cultivating an environment where constructive feedback is actively exchanged can further strengthen workplace growth culture.

The results for “criteria for promotions” from figure 10 reveal that only 32% of respondents feel there are clear criteria for promotions, while 44% indicated that there are no such criteria communicated openly in their organizations. This suggests a significant lack of transparency regarding advancement opportunities, which could lead to frustration and disengagement among employees.

Additionally, 24% of respondents responded somewhat, indicating some ambiguity around promotion criteria. The overall data highlight a need for organizations to establish and effectively communicate clear pathways for advancement.

By developing transparent criteria for promotions and ensuring that these are consistently communicated, organizations can enhance employee morale, motivation, and retention. This clarity can empower employees to set career goals and align their efforts with organizational expectations.

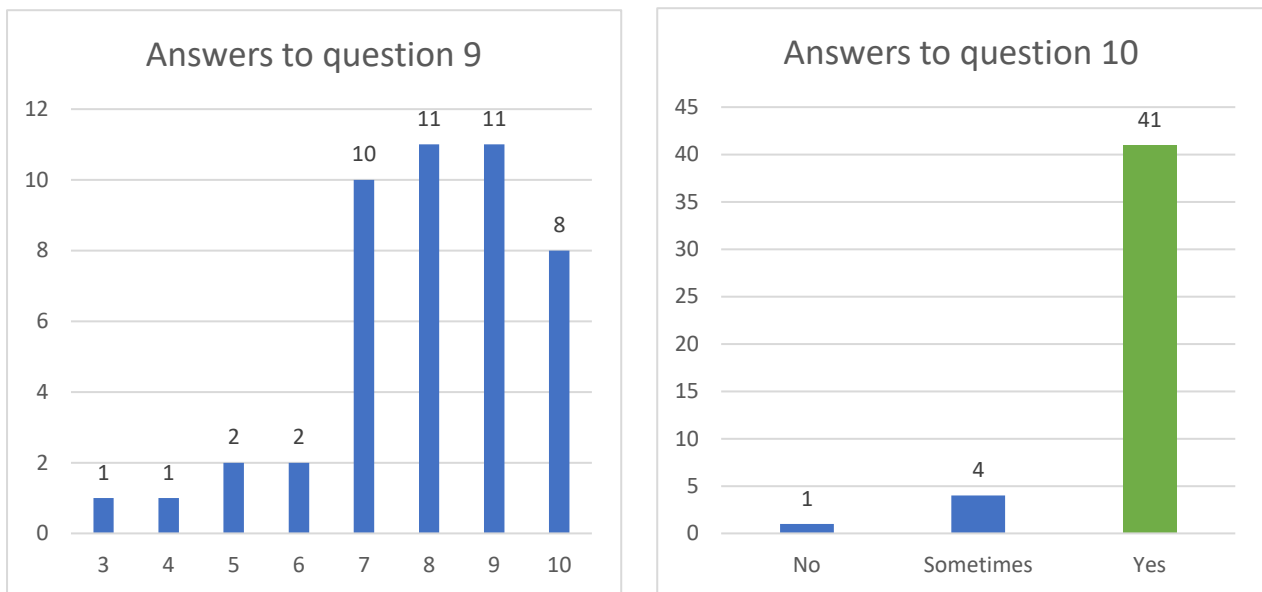


Figure 11 (left). Answers to question 9: “On a scale of 1-10, how likely are you to take initiative to contribute ideas or solutions to improve your team’s performance?”. n = 46. Figure 12 (right). Answers to question 10: “Do you believe that having opportunities for growth and development at your job directly impacts your job satisfaction?”. n = 46.

The tendency toward higher ratings (Figure 11), indicates a positive inclination towards taking initiative. A small number of respondents rated their likelihood at 1, 2, or 3, representing low willingness to contribute ideas. This suggests that a minority might feel disengaged or unsure about their input being valued. Most respondents (11 each for 8 and 9) express a strong commitment to contributing ideas, indicating that many feel empowered to suggest improvements. In total, 19 respondents rated their likelihood as 8 or higher, reflecting a robust willingness to take initiative. Overall, the data suggests a generally positive outlook towards contributing ideas for team performance, but there remains a need to address and engage the lower-rated responses. By developing a supportive culture and recognizing contributions, organizations can encourage even more employees to participate actively.

The overwhelming majority of respondents (90%) believe that having opportunities for growth and development directly influences their job satisfaction (Figure 12). This indicates a strong recognition of the link between professional development and overall workplace happiness. Only 2% responded with "No," and 8% indicated that this relationship is felt "Sometimes."

This data suggests that organizations should prioritize providing growth and development opportunities, as employees clearly view them as essential to their job satisfaction. By developing a culture that promotes continuous learning and career advancement, companies can enhance employee engagement and retention.

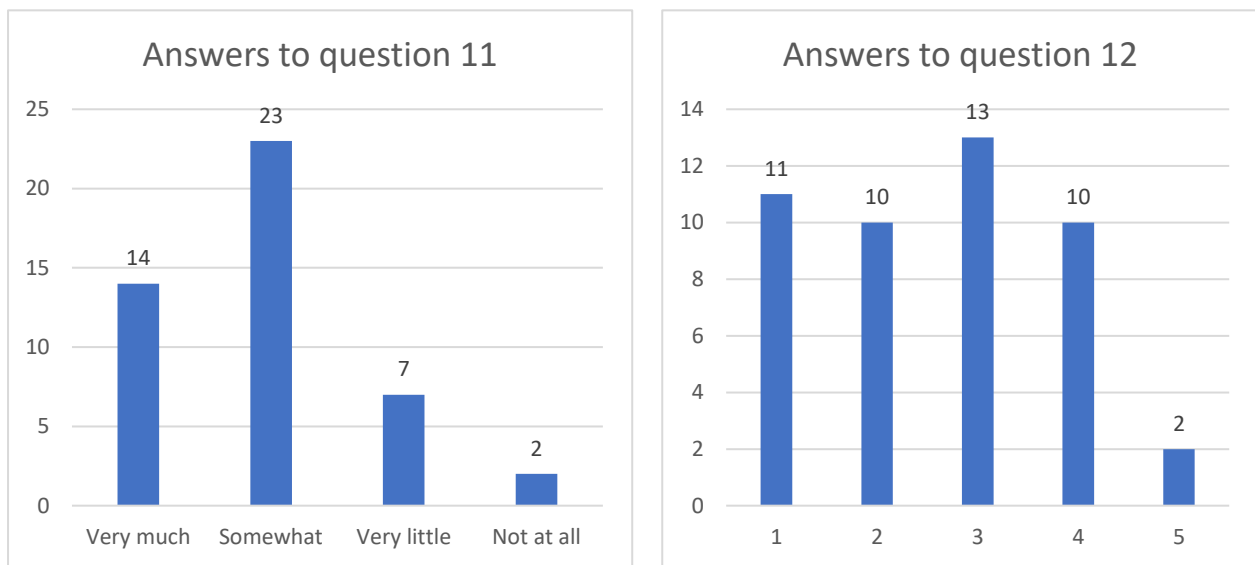


Figure 13 (left). Answers to question 11: "To what extent do you feel that the leadership in your organization genuinely values employee growth and actively supports it?". n = 46. Figure 14 (right). Answers to question 12: "How likely would you leave your current position if you feel that growth opportunities were no longer available?". n = 46.

A significant portion of respondents (48%) feel that leadership somewhat values and supports employee growth (Figure 13), while 29% indicate a strong belief in this support by selecting very much. However, 18% of respondents (combining those who feel it's very little or not at all) suggest that there are notable concerns regarding leadership's commitment to employee development.

This data indicates a generally positive perception of leadership support for employee growth, but it also highlights areas for improvement. To enhance overall employee sentiment, organizations should actively communicate and demonstrate their commitment to supporting growth and development initiatives. By addressing the concerns of those who feel undervalued, organizations can foster a more supportive and engaging work environment.

The data shows (Figure 14) that 11 respondents (22%) feel extremely unlikely to leave their position (rating of 1). This indicates a strong level of security or satisfaction in their current role despite potential growth limitations. Conversely, 10 respondents rated it as 2, also suggesting a low likelihood of leaving.

The moderate scores, particularly the 3 (13 respondents) and 4 (10 respondents), indicate a significant number of employees who may reconsider their positions if growth opportunities disappear. Only 2 respondents rated their likelihood to leave as 5, indicating a moderate propensity to leave under those circumstances.

Overall, the insights suggest that while many feel secure in their current roles, a notable portion of employees would be more inclined to leave if they perceive a lack of growth opportunities. This highlights the importance of maintaining and promoting development pathways to enhance employee retention.

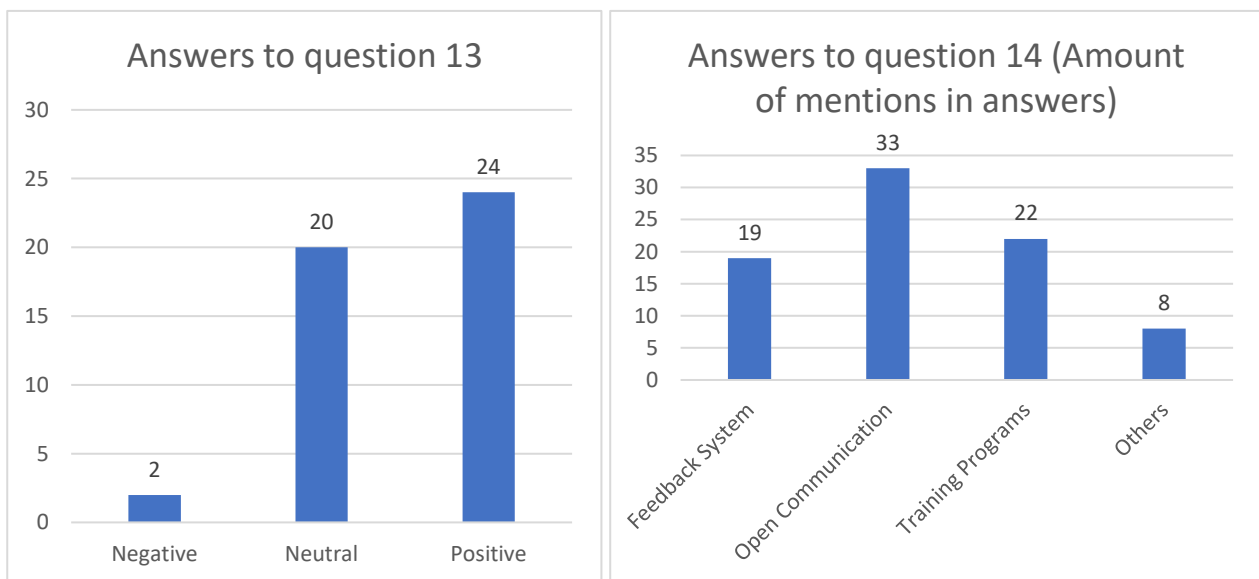


Figure 15 (left). Answers to question 13: “How would you describe the impact of your organization’s growth-oriented culture on your overall career trajectory?”. n = 46. Figure 16 (right). Answers to question 14: “What specific elements of your organization’s culture do you believe most contribute to your engagement?”. n = 46.

The results from Figure 15, indicate that a significant majority (56%) of respondents describe the impact of a growth-oriented culture as positive, suggesting that they feel supported in their career development. Conversely, 4% reported a negative impact, indicating very few employees perceive the culture as detrimental to their career paths.

Meanwhile, 40% of respondents chose a neutral perspective, which may suggest that while they acknowledge the culture, they do not feel strongly about its influence, either positively or negatively.

Overall, the data reflects a generally favorable view of the organization's growth-oriented culture and its effect on career trajectories. Emphasizing and improving this culture can further enhance employees' career satisfaction and progression.

The results indicate that open communication is highly valued (Figure 16), receiving the most significant points (33), suggesting it is a crucial factor in fostering employee engagement.

Training programs (22 points) and feedback systems (19 points) also rank highly, indicating that employees appreciate opportunities for development and regular feedback.

The lower scores for elements like work colleagues, flat hierarchy, and other aspects suggest these factors may be less impactful on engagement, or they may not be emphasized as much within the organizational culture.

Overall, the data reflects that effective communication, ongoing training, and a well-structured feedback system are key elements that contribute significantly to employee engagement. Organizations could focus on enhancing these areas to further boost engagement levels.

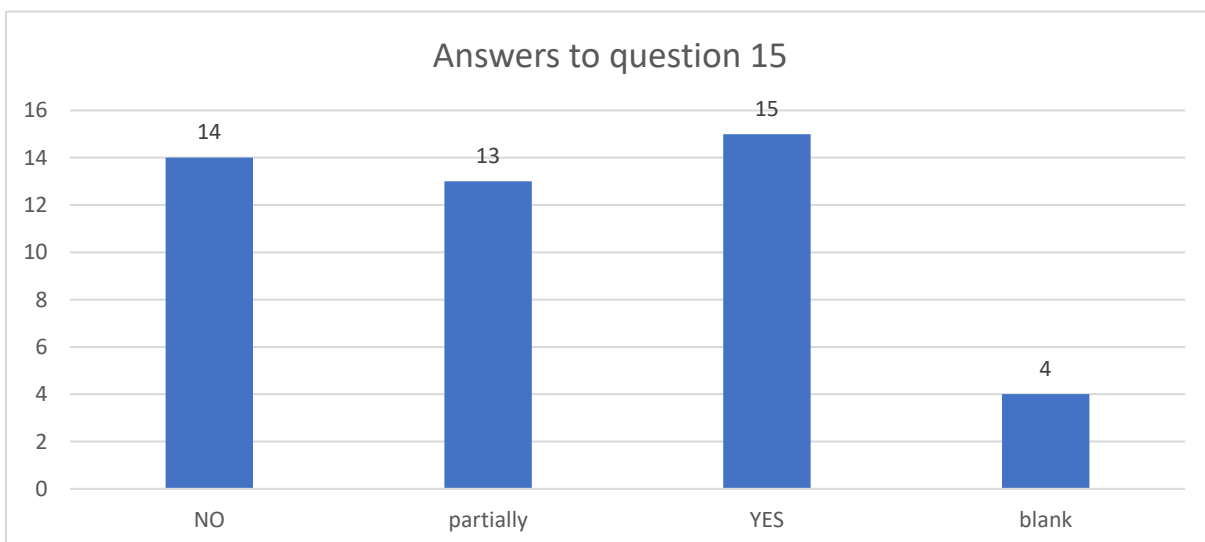


Figure 17. Answers to question 15: "Do you believe that your current organization/company has a "Growth-oriented work culture"?. n = 42.

The results from Figure 17, indicate that opinions are somewhat divided. A slight majority (33%) affirmatively believe in the existence of a growth-oriented culture, while 31% do not see such elements in their organization. Additionally, 28% of respondents feel that the culture is partially growth-oriented, suggesting that while there are some positive aspects, significant improvements are still needed.

The 8% of blank responses also suggest that some participants may not have felt comfortable answering or may have found it difficult to characterize the culture.

Overall, this data reflects a need for organizations to assess and improve their growth-oriented practices to address the concerns of those who feel left out, thereby a more cohesive and supportive culture.

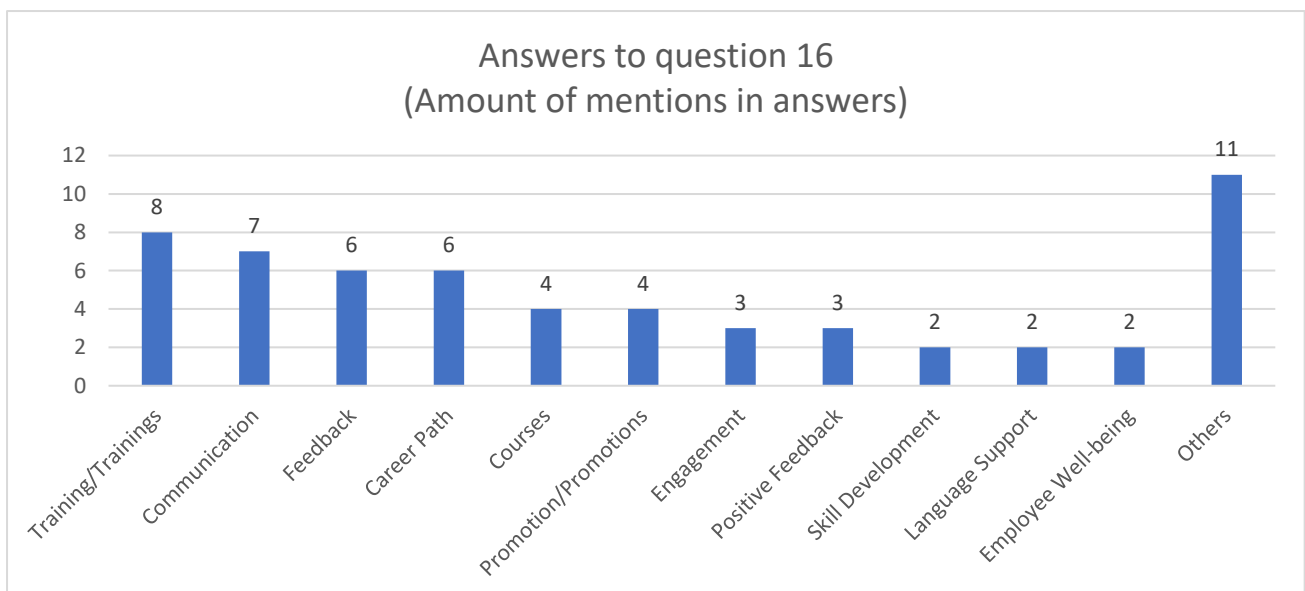


Figure 18. Answers to question 16: “What improvements would you suggest for your organization to better support growth and engagement?”. n = 45.

The results from Figure 18, indicate a strong emphasis on improving training and communication, which received the highest mentions. This suggests that employees believe enhancing these areas could significantly contribute to their growth and engagement within the organization.

Feedback and career paths also garnered considerable attention, indicating that employees seek more structured guidance and clarity regarding their advancement opportunities. The points for courses and promotions further emphasize the need for tangible development pathways.

The mention of employee well-being support highlights the importance of a holistic approach to employee satisfaction and growth, suggesting that support should extend beyond professional development to include personal well-being.

Overall, these insights provide valuable direction for organizations looking to foster a more growth-oriented culture by focusing on training, communication, feedback mechanisms, and employee support systems.

7 Conclusions

In this last chapter, we reveal the main findings provided by this study and how they might relate to the employee experience theories. This study also revealed what employees consider a growth culture and how it impacts their work engagement.

We also provide recommendations, that can help companies to understand and implement Growth-culture in their business model.

Lastly, we discuss our personal thoughts about the thesis process and self-assessment.

7.1 Key findings

The main findings from this study are that employees give high importance to the implementation of trainings that can help career development and at the same level, employees value an open communication environment as the main factors for work engagement and motivation.

Employees might expect an immediate career advancement as result of the learning new skills, which might not happen in real life, this is why open communication and clear targets/goals for promotions or career advancement are important.

The insights acquired from the research results highlight that employees have a good understanding of what growth work culture is, and the majority attest that it has a positive effect in how engaged and motivated they feel in their workplace. The employee's satisfaction prevenient from an effective growth-culture work environment, directly affects the employee's willingness to continue in the same workplace and work harder to take initiative in achieving goals and business development.

7.2 Recommendations for Employers

Promoting a growth culture in any business area brings many benefits for both companies and employees. The main benefits for companies would be employee engagement and retention, which lead to business growth and stability.

Thinking about that bellow it is listed a few flexible recommendations to promote such an environment, those recommendations are based on the findings from this study:

Encourage lifelong learning

Investing resources into ongoing education is essential for staff development. As visible from the survey results, 41% of them feel the lack of continuous training, and without that trainings the

employee might feel stuck in the same place and lose motivation (Survey question 6). To assist employees, develop their abilities, and stay updated with advances in the industry, employers should provide frequent training sessions, workshops, and online course access. Furthermore, promoting professional growth by helping staff members obtain further training or certifications can greatly increase their enthusiasm and productivity.

Provide constructive feedback

Employees need regular feedback to be aware of how to progress in the workplace, however, it is important to know how to give that feedback to avoid making the employees feel only judged and not supported. Creating a culture of helpful feedback is essential for employee development. Regular performance evaluations should highlight both opportunities for growth and success to establish a culture where team members feel encouraged to advance.

Develop a supportive environment

Supporting development involves creating a supportive work environment. Companies can set up mentorship programs that bring together newer workers with experienced staff members, promoting the exchange of knowledge and personal growth. Additionally, employees' development paths can be supported by offering mentoring or coaching sessions and materials to assist in setting and achieving professional goals. (Hilali, Mughairi, Kian & Karim, 2014)

Recognize and reward engagement

Although when looking at the survey results, we see that trainings and open communication are the main key points for employee engagement, based on the 2 factors theory, we also consider recognition as a key element in employee motivation (Abba, 2018). Establishing employee appreciation initiatives that highlight achievements and contributions can improve engagement and job satisfaction. The benefits of a growth-oriented culture are reinforced when individual and team accomplishments are regularly recognized. This promotes a sense of community and accomplishment.

Ensure clear and open communication

Lastly, based on the responses of this study survey, we can see that many employees consider that, the basis of a productive workplace is open communication (Survey question 8). To make

sure that everyone feels heard and appreciated, employers should keep lines of communication transparent and open between management and staff. Transparently communicating the company's goals, opportunities, and requirements for career advancement and decision-making procedures enhances the relationship between staff members and the company by helping them to comprehend their place in the broader context and ensure that the employees have a clear vision of growth possibilities and how to achieve it.

7.3 Thesis process and self-assessment

We started writing this thesis in March 2024 and planned to finish in the summer, but our busy and ever-changing life situations made it impossible to finish during that time, therefore we continued working at a more relaxed pace without too much stress or pressure, and a new goal was to finish in December 2024.

From the beginning we divided the work according to our strengths, one of us focusing on the literature review and another on the empirical study, still supporting each other reciprocally and having regular discussions, asking for opinions and advice from each other. Our work synergy worked very well even when we had a longer break from the thesis process.

We both were interested in human resource management and development in our study path, and by writing a thesis about this topic we wanted to deepen our understanding of the psychology behind employee motivation, job satisfaction, and well-being in a working environment. Naturally reading multiple books and articles and other thesis, we gained a holistic view.

Conducting the survey provided us with valuable insights and new knowledge about data collection and handling.

The findings from this survey were rather interesting. At the beginning of this thesis process, when we asked ourselves what could increase employee engagement, one of our first thoughts was that we believed many would reply that recognition or financial support would be what increases engagement the most. In fact, those are important factors, but not the most important ones, at least for our participants. As business owners, we feel happy to find out, that employees give good value to open communication and learning opportunities, as we personally believe that a healthy work environment and knowledge acquirement are far more valuable than only financial gains.

Through this process, we discovered the significance of clear communication and effective survey design in gathering meaningful data. We learned that a considerable number of respondents had a solid understanding of growth-oriented work culture, highlighting the importance of implementing awareness and support for such initiatives within organizations.

Additionally, the analysis of the survey results revealed a significant positive correlation between perceptions of a growth-oriented culture and higher levels of employee engagement. This reveals the potential impact which a supportive workplace environment can have on motivation and job satisfaction. The survey also pointed out specific areas for improvement, such as the need for increased feedback opportunities and more availability of training programs. Regularly incorporating employee feedback can help organizations adapt their practices effectively. Findings supported existing theoretical frameworks, particularly the Job Demands-Resources (JD-R) model, reinforcing the importance of supportive cultures in developing engagement.

Overall, this experience has increased our understanding of the factors that contribute to employee engagement and the vital role that a strong work culture plays in an organization's success. Furthermore, the development of this study gave us valuable experience in project development and data management, which will have a positive impact in our personal lives and careers.

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Appendices

Appendix 1. Survey

Google Forms survey: Growth Culture and Engagement Impact Survey

Participants: 46

Questions: 16. 10 one option, 3 multiple option and 3 free form questions

List of questions:

1. What is your age group?
2. What is your position in your company?
3. How long have you been with your current employer?
4. OG In which industry are you employed?
5. What do you consider growth opportunities in your work? Example: trainings, feedback programs, team engagement time, promotions and etc.
6. How frequently are you offered opportunities to participate in skills training or educational workshops relevant to your role?
7. How often do you receive constructive feedback aimed at helping you to improve or grow in your role?
8. Are there clear criteria for promotions or advancement opportunities in your organization, and are they communicated openly?
9. On a scale of 1-10, how likely are you to take initiative to contribute ideas or solutions to improve your team's performance?
10. Do you believe that having opportunities for growth and development at your job directly impacts your job satisfaction?
11. To what extent do you feel that the leadership in your organization genuinely values employee growth and actively supports it?

12. How likely would you leave your current position if you feel that growth opportunities were no longer available?
13. How would you describe the impact of your organization's growth-oriented culture on your overall career trajectory?
14. What specific elements of your organization culture do you believe most contribute to your engagement?
15. Do you believe that your current organization/company have a "Growth-oriented work culture"? Explain shortly your answer
16. What improvements would you suggest for your organization to better support growth and engagement?