The Effect of HRM Practices: Performance Appraisal System and Career Development on Turnover Intention

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Author’s contribution

The sole author designed, analysed, interpreted and prepared the manuscript.

ABSTRACT

The purpose of this study is to determine the impact of Performance Appraisal System (PAS) and Career Development (CD) on Turnover Intention (TI). The sample was made up of executive-level employees from large-scale garment factories in Sri Lanka. For the final data analysis, 386 samples were used. The hypotheses were tested using structural equation modeling. According to the findings, PAS has a significant negative impact on TI, whereas CD has a positive impact on TI. The study concluded that improving Performance Appraisal Satisfaction can lower employees’ Turnover Intention, whereas improving Career Development lowers employees’ TI. Improved Career Advancement in this case indicates that employee CD expectations are high. As a result, the organization should develop Performance Appraisal and Career Development strategies, especially for executives. Many studies in the garment industry look at the social and working environments, but little is said about how PAS and CD affect TI. The findings have theoretical implications, filling a literature gap.

Keywords: Performance appraisal system; career development; turnover intention; garment industry.
1. INTRODUCTION

The apparel industry is one of the most significant and most essential industries in Sri Lanka, contributing significantly to the country's economy. It employs many people and makes a significant contribution to the Sri Lankan economy to reduce unemployment. Furthermore, the textiles and garments industry has surpassed 2.2 percent annual growth to become Sri Lanka's primary export industry [1], accounting for 44.3 percent of annual growth compared to 2.2 percent in 1977. The garment industry employs approximately 300,000 direct workers, and accounts for 40% of total exports in the country. Furthermore, approximately 600,000 workers, most of whom are women, are indirectly employed in the garment industry [2]. Because the apparel industry is labor-intensive, a highly trainable, skilled, and literate workforce is required in the garment industry in Sri Lanka [3]. As a result, retaining employees is critical to achieving the organization's expected success, and it is critical to the development and achievement of the organization's goals and objectives [4]. The apparel industry's turnover and absenteeism levels are significant issues that have hampered the smooth operation of the apparel organization and created barriers to meeting targets [4,5,6].

The termination of an employee’s membership in an organization is called labor turnover (Mejia et al., 2001 as cited [7]). Labor turnover is divided into two categories: voluntary and involuntary turnover. When an employee’s appointment is terminated against his or her will, this is referred to as involuntary turnover [7]. In contrast, voluntary turnover occurs when an employee willingly terminates his or her employment.

Labor turnover can have both positive and negative consequences. On the negative side, high replacement costs, disturbance in daily operations, reduced qualified employees, increased employee dissatisfaction, and lost morale directly impact employee turnover intention. In addition, the increased workload of existing employees and reduced employee performance may suffer because of the overload of creativity. On the positive side, vacant positions provide opportunities for re-structuring sections, increasing internal promotion prospects, promoting innovation, flexibility, lowering pay bill costs, and possibly lowering the initial employment cost of replacement staff.

Mustapha & Daud [8] discovered that knowledge workers who have a high intensity of perceived performance appraisal are highly devoted to their careers and have a low intention of leaving. The human resource strategies that most likely influence the intention to stay are career development opportunities and skill training [9]. Work overload has been linked to employee turnover intentions in the textile industry in Pakistan [10]. Furthermore, it has been discovered that workload has an effect on employee turnover due to long working hours, weekend duty, ambiguity in authority and responsibility, and a lack of participation in decision-making in Indonesia [11].

Based on the evidence presented above, a preliminary survey has been conducted and identified two major factors that influence the intention of executive-level employees to leave [12]: Performance Appraisal Satisfaction [13], and Career Development [9]. The findings show that the mean value of Satisfaction with Performance Appraisal is 2.76, Career Development is 2.71, and turnover intention is 2.61, all of which are skewed toward employee dissatisfaction.

According to theoretical and practical evidence, employee satisfaction with the performance appraisal system and career development are linked to employee turnover intention. This research is being conducted to determine the situation in the apparel industry to answer the following questions. Does Satisfaction with Performance Appraisal Affect Turnover Intention? Does Professional Development Affect Turnover Intention? Thus, this research aims to identify human resource management practices that influence employee turnover intention.

Turnover is a significant issue in the apparel industry [6], and turnover intention is one of the best predictors of actual quitting [14]. This research aims to determine whether performance appraisal satisfaction and career development have an impact on turnover intention. The findings of this study can be used to make decisions related to turnover intention, and this study will also be beneficial to the organization's stakeholders. Human resource management researchers believe that studies exploring PAS’s and CD’s significance are somewhat limited [15]. This research is vital because it provides empirical evidence for the significance of PAS and CD in achieving positive attitudinal and
behavioral outcomes, specifically low turnover intention.

2. THE THEORETICAL BACKGROUND

2.1 Intention to Turnover

Several researchers have proposed that turnover intention is the best predictor of the actual turnover dependent variable [12, 16, 17, 18]. Turnover intention is a suitable dependent variable related to actual turnover [12,19]. Turnover intentions, or plans to quit a job, are among the best predictors of actual quitting. As a result, researchers looked at turnover intent rather than looking at actual turnover [14]. Previous research has shown that an employee's intent to leave an organization is consistently correlated with actual turnover [14, 20]. As a result, measuring turnover intention is more valuable than taking corrective action after actual turnover [2].

Albaqami [21] defined turnover intention as an individual's intention to leave their current employment position and a plan by an employee to leave and look for another job. The turnover intent reflects an individual's likelihood of changing jobs within a specific period and is an immediate precursor to actual turnover [22]. Turnover intention is the most critical factor in actual turnover behavior [19, 23, 24].

Employee turnover intention is influenced by coworker relationships, salary level, organizational commitment, and work environment [25]. Human resource practices have a significant negative effect on turnover intention [4]. Supervisory support, workload, working conditions, and promotional opportunities influence turnover intention among operational-level employees in the apparel industry in Sri Lanka [26]. Furthermore, it has been discovered that non-managerial employees had approximately 75% higher levels of turnover intention in the garment industry in Sri Lanka, and job stress of non-managerial employees had a significant impact on turnover intention [27].

2.2 Performance Appraisal System

Performance appraisal measures how well and how far employees perform their jobs during the period under consideration to improve their human performance and business performance [3]. Performance appraisal is a "control system used by almost all organizations to specify the behavior that employees must exhibit to meet organizational objectives" [13]. Furthermore, most definitions of "performance appraisal" are common to the concept of improving performance and developing people, even though different organizations use them differently [12].

Giles and Mossholder [28] define performance appraisal satisfaction as the employee's perception that performance ratings reflect the behaviors that contribute to the organization [29]. In the Malaysian context, performance appraisal satisfaction has a negative impact on employees' intention to leave [13]. Furthermore, intrinsic motivation fully mediated the relationship between satisfaction with performance appraisal and work performance. The relationship between Malaysian employees' performance appraisal satisfaction, affective organizational commitment, and turnover intention is partially mediated by intrinsic motivation.

Furthermore, performance appraisal has a positive impact on employee behavior and future development. Extensive research into the factors that influence performance appraisal satisfaction or other reactions [29].

For employees to become the most potent force driving the organization forward, employers must drive them to higher performance levels while engaging and retaining them by rethinking performance management activities and seeking ways to better leverage career development [30]. Retention is the inverse of turnover in their research. As a result, rethinking performance management activities and seeking ways to better leverage career development can be linked to turnover intention [31].

Leadership style may be determined by the leader, the industry or type of work being performed, or the people being led. A group of trained professionals who do not require immediate supervision must be led differently than a group of unskilled workers [32]. Elements of leader involvement include: making sense of a complex environment, and failure teaches valuable lessons. Understanding people, both oneself and others, is essential. Transparency, Concentrate on the mission. Talk the talk while walking the walk. The goal of performance management is to improve employee performance and company results. This is accomplished using various leadership tools.
such as adequate compensation, effective communication, timely training, empowerment, group dynamics, and effective performance appraisal. Employee satisfaction with their performance appraisal influences their motivation and work outcomes, as well as their intention to leave [33]. Thus, hypothesis one derived is, H1: The Performance Appraisal System negatively affects turnover intention.

2.3 Career Development

Career development was defined as "the alignment of individual subjective career aspects with the organization's more objective career aspects in order to achieve the best fit between individual and organizational needs, personal characteristics, and career roles" [9]. Furthermore, Yee et al. [9] asserted that training and development, learning experiences, and career advancement would increase an employee's value to the organization. "Career programs include career planning and management [34]. Their level of career satisfaction can determine employee turnover intention. When employees do not leave their organizations, they have high career satisfaction and a low intention of leaving. Job satisfaction is positively and significantly related to perceived career development [34]. In an era of knowledge-based economies, these positive outcomes lead to increased organizational competitiveness. Furthermore, according to a survey, career development is one of the most critical engagement and retention drivers [30].

According to Yee et al. [9], career development opportunities and skill training influence engineers' intention to stay and meet their self-efficacy needs. There is a positive relationship between career opportunities and employees' intent to remain in the public sector [35]. Furthermore, it has been concluded that career development does not affect engineers' intention to stay. According to recent research, career development impacts employees' intention to leave [9, 36, 37, 38].

In addition, it has been found that career development affects turnover intention [22,39]. Career satisfaction is related to job outcomes [40], and career satisfaction is related to future intention [41]. Therefore, hypothesis two is, H2: Career development has a positive impact on turnover intention.

3. RESEARCH METHODOLOGY

3.1 Research Plan

For this study, a descriptive survey design was used. A descriptive survey is a type of research design in which large amounts of quantitative data from a large population are collected and analyzed using descriptive and inferential statistics [42]. The survey design is a distinct research method because it collects data from first-hand sources and employs the most unbiased representation of its population [23].

3.2 Data Collection

The data was collected from executive-level employees of the garment industry in Sri Lanka. According to the Export Development Board (EDB), around 300-350 manufacturers are identified in the apparel industry [2]. High-skilled managerial level employees tend to move from one organization to another, and the outflow of top talent has deprived factories of their talents. Therefore, the present study is timely to explore the potential ways to retain professionals in the garment industry. For this study, 384 employees were randomly selected from these factories [42]. The individual employees' response rate was around 52.5% [43]; thus, around 730 questionnaires were distributed, and 388 were respondents. After eliminating an incomplete questionnaire, 386 were used for this study.

3.3 Measurement

According to Sekaran [44], selecting and using appropriate data collection methods will significantly enhance the value of the research. For this study, data was collected through a questionnaire. Suppose the research is confined to a local area such as an organization, and employees respond to the workplace questionnaires. In that case, the best way to
collect data is to administer the questionnaire personally. The data was collected from a group of employees in an organization. Therefore, the most appropriate data collection method is a personally administered questionnaire. The PAS construct was assessed through a widely accepted, often cited seven-item scale adapted from Vignaswaran [13]. The PAS is defined as general satisfaction with the performance appraisal system. A five-item scale, Yee et al., [9] was adopted to measure the CD scale. The scale was developed to assess employees' perceptions of satisfaction with their career development. An eleven-item scale of turnover intention was adopted from Rajapakshe [12]. Turnover intention is described as employees' willingness to voluntarily and permanently quit their job [12].

3.4 Data Analysis Method

This study investigates the impact of performance appraisal satisfaction and career development on turnover intention or predicts one variable from another. As a result, this study will use the Structural Equation Model (SEM) as a data analysis technique. SPSS edited, coded, and processed respondents' background information, and AMOS analyzed the primary data. SEM is a statistical method that combines factor analysis and path analysis into a single broad statistical method [45, 46].

4. RESULTS AND DISCUSSION

The section presents the data collected, summarized, organized, and analyzed by the study's objectives and research questions. It starts with analyzing respondents' background data and then analyzes their responses to the research questions. Descriptive statistics such as frequencies, percentages, means, standard deviations, and cross-tabulation were used to analyze the background characteristics. Similarly, AMOS was used to assess the level of significance of the variables.

4.1 Respondents' Profile

The demographic variables of the respondents describe the nature of the population: the population's age, gender, education level, and service period in this study. The sample consists of 46.5 percent of men and 53.5 percent of women, and 88 percent are between the ages of 26 and 55. The vast majority (73.2 percent) hold a relevant degree, while the rest have completed formal vocational training programs. These people cannot be promoted to the rank of executive, but they can work as executives. They could be considered quite experienced because 40.1 percent of the participants have more than 13 years of executive-level experience. Furthermore, it reveals that 40.5 percent of employees stay with the same company for more than four years. This result is consistent with the employees' turnover intention in the garment sector, even at the executive level.

4.2 Reliability

Cronbach's alpha was used to assess internal consistency. The most common way to assess reliability in organizational research is Cronbach's Alpha, and 0.70 is often viewed as the minimum acceptable level for Cronbach's Alpha invalid source specified. If items deleted values of Cronbach's alpha are greater than the overall Cronbach's alpha, researchers could delete items to improve the reliability [47,48].

The Cronbach's alpha for three variables is more significant than 0.7, which is the minimum acceptable level for Cronbach's Alpha. All Turnover Intention (.832) and Career Development scales (.771) were accepted without deleting any item because the overall Cronbach's Alpha values are greater than Cronbach's Alpha if the item is deleted. One item from Performance Appraisal Satisfaction (.767) was deleted because that item reported less reliability value than the overall reliability value.

4.3 Factor Analysis

Confirmatory factor analysis was carried out using the Varimax rotation method, which reduced their number even further. The Eigenvalue criterion was applied to determine the number of factors, and factors with Eigenvalues greater than one have been chosen. Furthermore, factor loadings exceeded the 0.5 cut-off value introduced by Straub [49] and the 0.6 cut-off value highlighted by Hair et al. [50].

4.4 Validity Evaluation

The Kaiser-Meyer-Olkin (KMO) test of sampling adequacy determines whether the sample is adequate to conduct a factor analysis. Lower KMO indices indicate that factor analysis is
ineffective because the remaining variables cannot explain correlations between pairs of variables. The minimum accepted KMO value, according to Kaiser [51], is 0.50.

Bartlett's sphericity test is used to determine whether or not the variables in the correlation matrix's population are uncorrelated. Because the observed significance level for all factors is 0.00, the initial hypotheses are rejected (less than 0.005). As a result, the correlation matrix is not an identity matrix, and the relationship between the variables is strong.

The results of the factor analysis are shown in Table 1. Total Variance Explained (TVE) is also provided for each factor. For TVE values, the minimum acceptable rate is 0.50. TVE scores exceed the minimum, indicating that the factors are meaningful. The loading of the items has also been investigated to test their significance in creating the factors. Factor loadings represent the relative importance of each item to each factor and are used to calculate the correlation coefficients for the variables and factors. A loading of more than 0.5 is considered adequate for a sample of more than a hundred observations. These tests have demonstrated that the factors can be measured reliably and adequately, and thus they can be used safely in the next stage of our analysis.

According to the path analysis results, both proposed hypotheses are accepted schematically in Fig. 2. Fit indices also indicate how well the model fits the data. All Model-fit Index Scores are satisfied with Recommended Cut-Off Values, such as Chi-sq/DF(d.f.) 1.121>3 [49]; Goodness-of-fit Index (GFI).958 >0.9 [52]; Comparative Fit Index (CFI).976>0.9 [52]; Tucker Lewis Index (TLI).933< 0.95[52]; Normed Fit Index (NFI) 964 >0.9; Root Mean Square Error of Approximation (RMSEA) .052 <0.08 [53]; and Root Mean Square Residual (RMR) .082 <0.05 [45]. The model can explain 64 percent a significant amount of variance (R²=.64) of the model's endogenous constructs.

Hypothesis one stated that "Performance Appraisal System has a negative effect on turnover intention." In more detail, dissatisfaction with performance appraisal system characteristics such as fairness perception, leader involvement, and satisfaction with benefits have a significant negative direct effect on turnover intention among executive-level employees in the garment industry. The findings of the structural equation model indicate that PAS is a negative predictor of TI (β= -0.70, p<0.05) is significant at a 95% confidence level. As a result, H_1 is accepted and shows that TI is significantly influenced by TI negatively.

### Table 1. Factor analysis

<table>
<thead>
<tr>
<th>(Hyper-) Construct</th>
<th>Construct</th>
<th>Factor Loading</th>
<th>KMO</th>
<th>Sign. Of Bartlett Test</th>
<th>Cronbach α</th>
<th>TVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover Intention (11 items)</td>
<td>TI1</td>
<td>.751</td>
<td>0.855</td>
<td>0.000</td>
<td>0.832</td>
<td>51.416</td>
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<tr>
<td></td>
<td>TI2</td>
<td>.664</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>TI3</td>
<td>.894</td>
<td></td>
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<tr>
<td></td>
<td>TI4</td>
<td>.609</td>
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<tr>
<td></td>
<td>TI7</td>
<td>.699</td>
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<tr>
<td></td>
<td>TI8</td>
<td>.669</td>
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<tr>
<td></td>
<td>TI9</td>
<td>.507</td>
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<tr>
<td></td>
<td>TI10</td>
<td>.592</td>
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<tr>
<td></td>
<td>TI11</td>
<td>.728</td>
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<tr>
<td>Performance Appraisal System (7 items)</td>
<td>PE1</td>
<td>.664</td>
<td>0.768</td>
<td>0.000</td>
<td>0.767</td>
<td>62.290</td>
</tr>
<tr>
<td></td>
<td>PE2</td>
<td>.647</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>PE3</td>
<td>.642</td>
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<td></td>
<td>PE4</td>
<td>.592</td>
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<tr>
<td></td>
<td>PE5</td>
<td>.854</td>
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<td></td>
<td>PE6</td>
<td>.583</td>
<td></td>
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<tr>
<td></td>
<td>PE7</td>
<td>.648</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Career Development (6 items)</td>
<td>CD1</td>
<td>.559</td>
<td>0.773</td>
<td>0.000</td>
<td>0.771</td>
<td>64.236</td>
</tr>
<tr>
<td></td>
<td>CD3</td>
<td>.764</td>
<td></td>
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<tr>
<td></td>
<td>CD4</td>
<td>.638</td>
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<td></td>
<td>CD5</td>
<td>.706</td>
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<tr>
<td></td>
<td>CD6</td>
<td>.761</td>
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</table>

Note: CD2, TI5, and TI 6 were excluded due to low loadings.
Hypothesis 02 indicated that Career Development affects Turnover Intention, which was also accepted at the 95 percent level of confidence with a $\beta = 0.18$ value. Employees’ dissatisfaction with career development path also has a positive direct effect on turnover intention. Therefore, the researcher can conclude that there is an impact of performance appraisal satisfaction and career development on turnover intention of the executive level employees of the garment industry at a 95% confidence level; thus, hypothesis H2 is supporting.

4.5 Discussion

This study discovered that both Performance Appraisal Satisfaction and Career Development were predictor variables of Turnover Intention. As a result, the findings of this study may serve as the foundation for future research on Turnover Intention and the development of corrective actions to reduce Turnover Intention.

Several studies have found that employee turnover intention is negatively impacted by performance appraisal satisfaction. Previous research discovered that employees’ Performance Appraisal Satisfaction negatively influences employees’ Turnover Intention with a value of -0.703 and is significant at P 0.001 [13]. Performance Appraisal Satisfaction has a significant and negative impact on Turnover Intentions ($\beta = -0.66$) at a significant P-value of 0.001 [54]. Further, it also concluded a significant but negative relationship between Performance Appraisal System Satisfaction and intention to stay in the assessment of Performance Appraisal System Satisfaction was -0.161 at a significant P value less than 0.05. Concerning the current study’s findings, the regression outputs represented completely similar findings for the previous researchers because the current study also discovered that there was a negative impact of Performance Appraisal Satisfaction on Turnover Intention with -0.355 of $\beta$ value.

When comparing to required recall, fewer studies have been conducted to determine the impact of Career Development and Turnover Intention. Researchers discovered that Career Development impacted Turnover Intention in some contexts and had no impact on Turnover Intention in others. Employees’ Perceived Career Development influences their Turnover...
Intentions, which was significant at a P value of 0.021 among US employees in the food and beverage industry [40]. Because the P-value was 0.295, Career Development does not significantly contribute to engineers’ Turnover Intention [9]. As a result, there are similar findings and altered findings compared with the present study results.

5. CONCLUSION

The researcher discovered that employee retention is essential for an organization. According to the preliminary survey, however, there was a high Turnover Intention among executive-level employees in the garment industry. Researchers discovered lower levels of Performance Appraisal Satisfaction and Career Development in the industry. Furthermore, using literature, the researcher discovered that both PAS and CD are predictors of TI. Based on two research objectives, the researcher reached two significant conclusions based on the findings of this study.

The study's first goal was to determine the impact of Performance Appraisal Satisfaction on Executive Level Employee Turnover Intention. According to the study's findings, there was a significant negative impact of Performance Appraisal Satisfaction on Executive Level Employee Turnover Intention. As a result, low satisfaction leads to a high intention to turnover. The second goal was to determine the impact of Career Development on Executive Level Employee Turnover Intention. According to the study's findings, career development had a significant positive impact on Turnover Intention among executive-level employees. As a result, a high level of Career Development leads to a high level of Turnover Intention. Employees who expect high CD are more likely to leave the organization because garment factories lack career development strategies.

6. IMPLICATIONS FOR MANAGERS

Employees play an important role in the apparel industry because it is a labor-intensive industry. As a result, organizations should make every effort to keep their employees as long as possible. Furthermore, measuring Turnover Intention is more valuable than taking corrective action following actual turnover occurred [20].

As a result, many researchers are focusing their efforts on researching Turnover Intention. Among these studies, researchers discovered that the Performance Appraisal System and Career Development affect Turnover Intention. This point of view is also acceptable in the context of the researcher. The reason for this is that the researcher’s conclusions stated that improving Performance Appraisal Satisfaction can lower the Turnover Intention level of employees while improving Career Development increases the TI level of employees. In this case, improved Career Development indicates that employee CD expectations are high. As a result, the organization should develop a Performance Appraisal System and Career Development strategies, particularly for executive-level employees. Furthermore, managers of garment factories must focus on providing feedback on completed jobs within the time frame and career opportunities for executives.

6.1 Theoretical Consequences

This study is significant for ongoing research and future researchers, and the findings add to the literature of previous studies on the impact of PAS and CD on TI. Readers can also comprehend two independent variables that explain the dependent variable, Turnover Intention. Furthermore, this study develops a model to demonstrate the impact of the Performance Appraisal System and Career Development on Turnover Intention in this context. The conceptual model that has been developed aspires to be dynamic because it can be applied to knowledge-based and non-knowledge-based industries. In today's modern organizational setting, the model is based on employees' expectations and perceptions. Indirectly, the model argues the difficulties that any organization faces in implementing continuous and iterative human resource practices for managing and retaining their knowledge workers.

6.2 Directions for Future Research

The current study looked at the effect of Performance Appraisal Satisfaction and Career Development on Turnover Intention, focusing on the garment industry. Because literature is scarce on this phenomenon, future researchers can focus their efforts on the same topic for other apparel factories and industries. Researchers can expand on the dimensions of PAS and CD and the impact of each dimension on Turnover Intention. Furthermore, PAS and CD predictors of TI are some factors that influence the TI of executive-level employees. As a result, future
research can concentrate on investigating the impact of other variables on Turnover Intention. Although this study advances our understanding of how performance PAS and CD affect turnover intention, future work should include moderation effects of psychological contract and organizational benefits in career-related research. For future performance appraisal-turnover intention research, it is also important to consider both organizational and career commitments concurrently. The above propositions will serve as the foundation for developing empirical research to understand the issues and intervention planning further. It would make an essential contribution to the field of human resources management literature.

CONSENT

As per international standard or university standard, respondents’ written consent has been collected and preserved by the author(s).

COMPETING INTERESTS

Author has declared that no competing interests exist.

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