

The Effect of Career Development on Employee Performance and Employee Commitment Among Employees at XYZ

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Abstract: Career development in an organization is an important aspect and is seen as a way to retain the workforce. This study evaluated the effect of career development on work performance and work commitment among workers at XYZ Company. This study emphasizes the elements of task performance, contextual performance, adaptive performance for employee performance. For work commitments, this study uses the elements affective, normative, active continuance, elements. The quantitative research approach along with cross-sectional research design is used to collect data from employees in XYZ Company as target population through self-conducted and also online questionnaire, google form. The results of the current study provide empirical evidence on key issues related to workload, stress from lack of manpower and facilities. The results show a moderate level of performance and commitment of employees. Career development has a positive and significant relationship to employee performance and commitment with a value $P = 0.000$ for both variables namely $p < 0.05$, $R\text{-value} = 0.788$, $R^2 = 0.621$. Implications for this study can benefit management, policy makers and stakeholders in understanding the problems and commitments of employees in depth while developing appropriate management strategies for the organization.

Keywords: Career Development, Employee Performance, Employee Commitment, Malaysia Immigration Department

1. Introduction

Career development research is becoming increasingly important in human resource management, although its use in the public sector is considered less important than in the corporate context. This may be motivated by the different characteristics of both conditions, which we need to remember first. In the public sector, many of the benefits, incentives, career growth regulations, and performance that are

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needed are usually determined and initially regulated by the central government, which in turn is deemed less influential on the performance and level of public participation (Napitupulu *et al.*, 2017).

The performance of a good employee directly can have a positive effect on the career development of any employer. However, the decline in corporate performance is generally inseparable from the performance of its employees where human resources within the organization are the key success of the company in achieving its goals. Achieving company goals will come true if the employee's performance is good (Nasution, Mariatin, & Zahreni, 2018). In other words, if employee performance is good, company or organization performance will be good. On the other hand, the poor performance of an organization will result in the company failing to run its business which in turn will affect its inability to achieve its goals and indirectly will also have a detrimental effect on the employee's career development.

Commitment is the bond between workers and organizations. Commitment will be viewed from a variety of perspectives that refer to various criteria, situations and behaviors (Brenyah, 2019). In general, there is a symbiotic desire between organizations and employees that creates a commitment bond between the two. Organizations often value their employees' commitment because high-paid employees tend to be associated with good work outcomes such as productivity improvements, job satisfaction, pay, stability of the work environment and more. In fact, employees who have a high commitment to the organization are more likely to make additional contributions such as innovation and creativity, which in turn contributes to higher organizational capacity and can also have a positive effect on the career development (Simiyu & Mbithi, 2019).

Employee performance and employee commitment are critical to achieving a successful career development. Not only that, these two principles can also have a negative as well as positive effect on the organization as well as the career development of the employer according to the performance and commitment given. The Harian Metro online newspaper clipping dated 03 December 2016 reported that a total of 2,943 civil servants are now on the 'radar' of the government after they each recorded low employee performance below 60 marks during the evaluation period last year. Based on reports in the newspapers mentioned, the problem of employee performance among civil servants is increasingly worrying even though the government has worked hard to implement various transformations and reforms in the civil service (Mohd Noor, 2016). Sources from the Sinar Harian 21 May 2019 according to the National Workers' Association Secretary General Mohammad Rizan Hassan, said that among the problems local workers was poor commitment, inability to work well in groups or with others, unresponsive to tough, difficult teaching make changes and have no sense of responsibility. The negative attitude of the local workers has caused the country to be flooded with foreign workers and ultimately endangered the people of the country (Hafiz, 2019).

The data below shows that the services sector is achieving employee productivity at 3.6% by 2018 and is expected to achieve a growth target of 3.9% by 2020. This is difficult to achieve if most local workers still have a low regard for their respective career advances. declared by the Secretary General of the National Association of Skilled Workers, Mohammad Rizan Hassan (Productivity Report, 2015).

This is in line with the issue at XYZ Company, according to a source of information received from one of the officers in the organization, The most common problem faced by employees is internal and external work stress. According to him, for the subordinates or executives mentioned they will feel burdened with the workload they face due to the pressure imposed by superiors. This is due to the lack of manpower and facilities in the workplace. For example, in the department, they still use old computers and systems, online internet connections that do not match the current circulation speed. Thus, indirectly, stress due to workload, lack of manpower and facilities affect work performance. The research attempt to bridge the gap by examining the effect of employee performance and employee commitment on career development at XYZ Company.

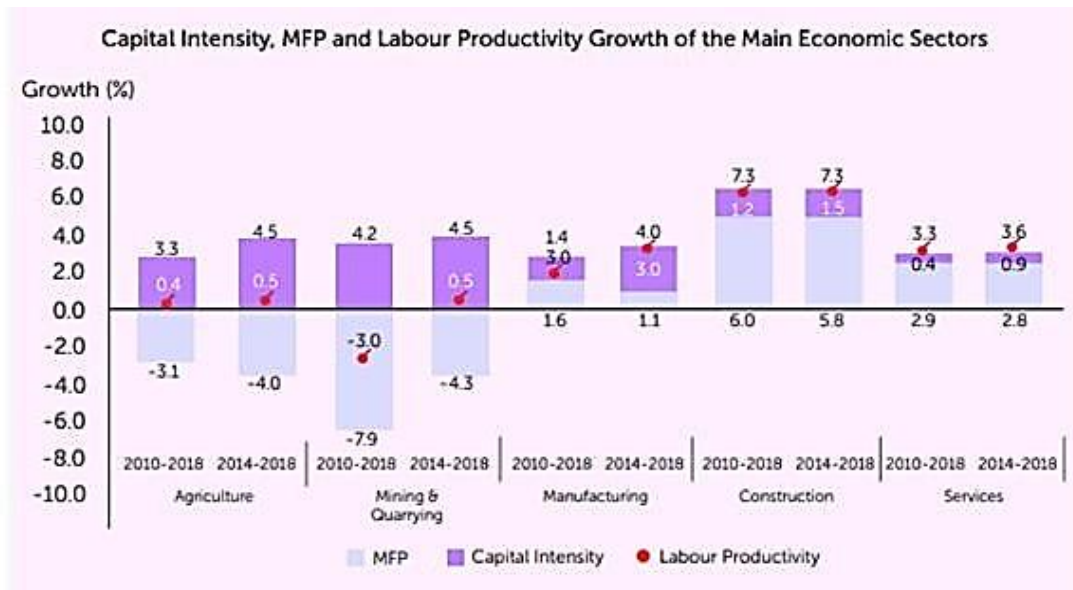


Figure 1: Labour productivity growth (Department of Statistics Malaysia)

Research objectives of this study:

1. To measure the level of employee performance and employee commitment among employees at XYZ Company.
2. To determine the relationship between career development and employee performance among employees at XYZ Company.
3. To determine the relationship between career development and employee commitment among employees at XYZ Company.
4. To examine the effect of career development towards employee performance and employee commitment among employees at XYZ Company.

2. Literature Review

2.1 Career Development

Role (2018) defines career development as an individual's professional development due to systematic and continuous adjustments. According to them, career development is often characterized by better remuneration, greater autonomy, improved hierarchy, and increased recognition and reputation within the organization. The concept of career development is usually viewed as a series of work experiences under the guidance or control of others aimed at personal and organization goals. (Napitupulu *et al.*, 2017).

In this study, the researcher used the results from the study (Li, 2014) to measure employee commitment namely perception of the value of career development and perception of career development opportunity. The concept of long-term employment is the perception that workers can no longer depend on their employers for long-term employment (Baruch, 2001). According to Benson (2006), states that " employment is the guarantee of the long-term sustainability of the independent career of a person. It can be said that employers offer workers the opportunity to learn skills that will ultimately promote their job in order to drive work commitment. Therefore, job security has been replaced by employee safety for most professionals. According to Li (2014), In general, career development involves human resources and company policies aimed at improving employee productivity and thereby improving organization performance. Therefore, many companies have built a pleasant environment for career development where their workers and organization can prosper. Li

(2014), an alpha scale coefficient greater than 0.85 was found, which indicates that they calculate what they say to measure, up to the statements adopted for this study to determine the perceived importance of career development. Therefore, nine items or statements were adopted to measure perceptions of career development opportunities in this study.

2.2 Employee Performance

According to Ratnasari, Sutjahjo & Adam (2019), performance is the quality of work and quantity achieved by an employee in the performance of his duties in accordance with the responsibilities assigned to him, Worker's performance is essentially the work of a worker over a period of time compared to a variety of possibilities, such as standards, goals or criteria that have been previously defined and agreed upon (Artists & Artists, 2013).

In this study, the researcher used the results of a model study from Pradhan & Jena (2017), to measure the effect of career development towards employee Performance among employees at immigration department of Malaysia Complex Sultan Abu Bakar which is task performance, contextual performance and adaptive performance. Performance in the form of task performance consists of explicit job behaviors that include basic job responsibilities assigned as part of job description. Effective employee performance can influence the development of a worker's career if the employee has and is capable of handling multiple tasks, job skills (applying technical knowledge to successfully complete tasks without much supervision), and task attitude (innate ability to respond to assigned tasks which facilitates or impedes performance) (Pradhan & Jena, 2017). Contextual performance is a type of prosocial behavior that individuals exhibit in their work order. Such behavior is expected of an employee but they are not explicitly mentioned in the job description. Contextual performance is a type of prosocial behavior that individuals exhibit in their work order (Pradhan & Jena, 2017). Such behavior is expected of an employee but they are not explicitly mentioned in the job description. Bergeron (2007) suggested that contextual performance should consist of many "subdivisions" such as teamwork, loyalty, and determination. Career development can be enhanced by teamwork, where employees can willingly and freely share their problems and problems with each other (Jaworski, & Kohli, 1993). Previous studies have found that once employees gain a bright career development they begin with a number of perfections in their assigned tasks and they strive to adapt their attitudes and behaviors to the various job requirements (Pradhan & Jena, 2017). Effective adaptive performance requires workers' ability to cope with uncertain work conditions (Baard, Rench & Kozlowski, 2014), for example, technology transformation.

2.3 Employee Commitment

According to Jehanzeb & Mohanty (2018), commitment is the result of the process by which people become psychologically aware of their own actions and their implications. While Simiyu (2019) defines commitment as employee awareness of the costs associated with leaving the organization without a reasonable reason and refer to Ahmad Kura, Bibi & Khalid, (2019) and Role (2018) commitment is "the active involvement of individuals in a particular organization". Because it involves some form of psychological bond between employees and organizations (Brussels, 2019). Employee commitment to achieving organizational goals by complying with all the rules, and objectives set by the company (Okeoghene, 2018).

In this study, the researcher used the results of a model study from Li (2014) to measure the effect of career development towards employee commitment among employees at immigration department of Malaysia Complex Sultan Abu Bakar which is under Affective, Normative and Active Continuance. According to Simiyu (2019), affective committed employees are seen as having a sense of identity and belonging and this motivates them to increase their participation in organizational activities. In addition, affective commitment gives employees the ability to meet organizational goals as well as the desire to remain in the organization. Affective commitment related to work attitude and positive attitude towards

their organization. The normative commitment refers to the ethical responsibility of employees to continue working for longer periods of time with the organization (Jehanzeb & Mohanty, 2018). The normative commitment is a sense of obligation on the part of the employee to remain in the organization as a result of leaving it (Okeoghene, 2018). Employees with strong affective commitments stay with the organization as they wish. Active commitment is characterized by an employee's assessment of the cost of leaving the organization compared to the cost of living (Brenyah, 2019). Active commitment refers to employee recognition for expenses related to organizational retention (Jehanzeb & Mohanty, 2018). Active commitment refers to the need for employees to remain in the organization due to the lack of alternatives.

2.4 Relationship of Career Development Towards Employee Performance

Employee performance is very important for the company because the success of the organization is the result of the performance of its employees. According to Nasution, Mariatin & Zahreni (2018) shows that one's performance is not only affected by one's own internal factors such as personality and skill, but also by the organization's opportunity to improve his or her career because his or her career development would inspire him to enhance his or her ability to ultimately affect his or her work performance (Amstrong, 2001).

In addition, the results of studies from Ratnasari, Sutjahjo & Adam (2019) through good job satisfaction, it can prove a significant relationship between career development and employee performance. A large number of studies have found that a significant relationship between employee performance and perceptions of career development influences the relationship between career development values (Li, 2014; Role *et al.*, 2018; Kurniawan, 2018) found that career development has a significant influence on employee performance simultaneously. According to Charity (2015); Ningrum, Haryono, & Fathoni, (2017); and Nami Nasution, Mariatin & Zahreni, (2018) shown that career development has a significant influence on employee performance.

Research conducted by Sofyan, Bima & Nujum (2016), this indicates that career development has a major effect on enhancing employee performance because a company's well- managed career development would provide a strong opportunity for employees by increasing their drive to accomplish their desired career. The findings from Goddess and Principal (2016) support the statement that career development has a positive and significant effect on performance. This means that a good career development system will improve employee performance. In addition, the results of the study Winda, Nayati & Arik (2017) also shows that good job prioritization can enhance the career development of a prisoner because the attitude and quality of work shown can influence the relationship between the two. Based on the above explanation, this research proposed a hypothesis as follows:

H1: Career development has a positive relationship on employee performance

2.5 Relationship of Career Development Towards Employee Commitment

Several studies test this relationship which shows a significant relationship between career development and employee commitment Roya & Thatok (2018); Nineteen *et al.* (2017); Jehanzeb & Mohanty (2018). This further explains that bright development opportunities can be achieved by employees who show good commitment to work.

The results of this study (Role, 2018) show that career development experiences have an effect on workers committed to Parliamentary Service. Workers in the Parliamentary Service Premium place on their career development experience and realize the role their supervisor or senior staff should play in enhancing their career development experience. On the other hand, it was also found that organizational support for career development has a significant effect on commitment (Napitupulu *et al.*, 2017). The results of the study Simiyu (2019), which also states that career development has a significant

relationship to employee commitment through employee involvement in decision making in the organization makes employees a committed person.

Further, according to results Li (2014), found that perceptions about the availability of career development opportunities have a positive moderating effect on the relationship between career development value and PTF affective commitment (AC) in Hong Kong CPD sector. Additional results of the study of Simiyu & Mbithi (2019) found that the relationship between career development and employee commitment was statistically significant. According to Brenyah (2019), conducted a study on the effect of career development on three elements of commitment, effective, normative and active. To the Police Service worker in Ghana. The results of his study show a significant positive relationship between career development and affective commitment, and normative. Furthermore, career development has a significant effect on affective and normative employee commitment. This brings us to the conclusion that, if the Ghana Police Service wants to increase the love and responsibility of its employees towards the organization, it is important that management provides support to its employees to enable them to grow their careers and improve their effectiveness. Based on the above explanation, this research proposed a hypothesis as follows:

H2: Career development has a positive relationship on employee commitment

3. Research Methodology

Descriptive research can be classified into two groups that are qualitative and quantitative research. During this study, quantitative research methods were used to collect data from respondents. Quantitative research involves systematic and empirical investigation of phenomena through statistical, mathematical, and numerical data processing (Pollalis & Basias, 2018). The reasons using quantitative research methods does it generate valid and reliable results from a larger population (Daniel, 2016). In this research, quantitative research methods were conducted to determine the effect of career development on employee performance and employee commitment based on the SERVQUAL model.

In this study, the researcher used a closed questionnaire which the respondents were required to mark according to the answers provided by the researcher. This is to make it easier for respondents to answer. Descriptive studies were conducted on the questionnaire design. The questionnaire was then distributed to respondents through an online survey using Google Form. Google Form link sent via email and WhatsApp application. Online surveys are chosen because of the advantages they provide such as access to new and larger populations with a broader base of features, the ability to collect larger amounts of quality data from previous survey methods that increase confidence in research conclusions, time and cost savings, and participants' ability to participate anonymously means more participants may be willing to participate than the survey above. According to Role (2018), arguing that the best descriptive study was based on a summary of statistical results obtained from the study sample.

Descriptive statistics and inference were used for this study. The demographic data of the respondents were analyzed using descriptive statistics including percentage and frequency. Spearman correlation was used to indicate the magnitude of the correlation between dependent and independent variables while regression analysis to indicate dependent and independent variable. Tables generated from data analysis procedures are used to clarify and assist in better interpretation of findings (Schober & Schwarte, 2018).

4. Results and Discussion

4.1 Results

Based on the results of the study, out of 100 respondents received it was found that the number of male and female respondents did not have a very significant difference in the number of male respondents as much as 54% and female 48%. Based on the statistics of the Department of Statistics Malaysia, it is clear that the participation of women in the workforce from year to year is increasing. In 2015, women who participated in the employment sector increased by 0.4% percentage points equivalent to 54.1% from 2014, while in 2016 increased by 0.2 percent points by 54.3% and in 2017 also saw the participation of women increasing 0.4 percentage points to 54.7%. Although the percentage of women who participate in this employment sector is not as much as the percentage of men but this clearly shows that women have begun to take their place in the world of work. This is a positive situation as the government also encourages women to work together to contribute to the country's economic development (Rosman *et al.*, 2020).

In addition, the majority of respondents are of Malay race, by 84% followed by Indian 7%, Bumiputera Sabah, Sarawak 7% and 2% Chinese. This study proved that according to statistics SPA civil service commission, from 2014 to 2018, the Malays appears most interested and most crowded with SPA registered to work in the public service sector, which accounted for 79.45%. This was followed by Sabah Bumiputera as at (7.79%), Sarawak (5.59 %) Indians (3.35 %). Chinese (1.72 %) and Orang Asli (0.24 %). According to the Deputy Minister in the Prime Minister's Department, Mohamed Hanipa Maidin stated that SPA has also never set the recruitment of civil servants, in compliance with any quota including involving certain religions, races, ethnicities or states. On the other hand, most who participate in the civil service are dependent on the wants, interests and inclinations of the individual himself. (Norhafzan, 2019).

Objective 1: To measure the level of employee performance and employee commitment among employees at Immigration Department of Malaysia, Complex Sultan Abu Bakar.

Table 1 below shows the level of employee performance and employee commitment among employees in the Malaysian Immigration Department KSAB. The data shows that the majority of the performance and commitment of employees in the department is at a moderate level which contributes 56% (56 employees) for employee performance and 58% for employee commitment. While the remaining 29 respondents showed low performance and another 15% in high level. As for employee commitment, 23% at the high level and 19% at the low level.

Table 1: Level of employee performance and employee commitment

Dimension	Level	Frequency	Percentage %
Employee performance	Low	29	29.0
	Moderate	56	56.0
	High	15	15.0
Employee commitment	Low	19	19.0
	Moderate	58	58.0
	High	23	23.0
TOTAL		100	100

Objective 2: To determine the relationship between career development and employee performance

H1: Career development has a positive relationship with employee performance

Table 2 shows the relationship between career development and employee performance among employees in the Immigration Department of Malaysia (KSAB) using the Spearman correlation test. Spearman correlation coefficient shows a positive and strong relationship between career development and employee performance of 0.666. In addition, the value of p (0.000) is expressed as Sig. in the table is less than 0.01, therefore there is a significant relationship between the variables at the significance level of 0.01.

Table 2: The correlation of career development towards employee performance

			Career Development	Employee Performance
Spearman rho	Career Development	Correlation Coefficient	1.000	0.666**
		Sig. (2-tailed)	.	0.000
		N	100	100
	Employee Performance	Correlation Coefficient	0.666**	1.000
		Sig. (2-tailed)	0.000	.
		N	100	100

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

These findings are similar to previous studies (Nami Nasution, Mariatin, & Zahreni, 2018; Setiawan & Setiawan, 2013) there are positive and significant effects between career development and employee performance. Apart from that the results of studies released by (Sofyan, Bima & Nujum, 2016; Napitupulu *et al.*, 2017) also show a positive relationship between career development and employee performance. A large number of studies have found that a significant relationship between employee performance and perceptions of career development affects the relationship between career development values (Li, 2014; Role, 2018; Kurniawan, 2018).

There are previous studies that have the same study results as this study that is a study from Kakui and Gacunga (2016); Ikechukwu (2017) and Kurniawan (2018) who found the result that career development has a significant influence on employee performance. According to a study from (Charity 2015; to Ningrum, Haryono, & Fathoni, 2017; Nami Nasution, Mariatin, & Zahreni, 2018) show that career development has a significant influence on employee performance. In this research, researchers show that it is important for companies or institutions operating in the public sector to focus on improving career development in the company so that the performance of its employees can improve and constrain the level of turnover.

Objective 3: To determine the relationship between career development and employee commitment

H2: Career development has a positive relationship with employee commitment

Based on Table 3, the Spearman’s rho correlation coefficient is 0.646 which is a large and positive value. This result shows that there is a positive and strong correlation between career development and employee commitment. In addition, the value of p (0.000) which is shown as Sig. in the table is less than 0.01, therefore there is a significant relationship between the variables at 0.01 level of significance.

This study, has been supported by previous studies such as LI (2014) who found that perceptions about the availability of career development opportunities have a positive moderation effect on the relationship between career development values and affective commitment. This study is also supported by (Nasuridin 2018; Weng and McElroy 2012) whose results show that career development has a positive relationship to work commitment. In addition, perceptions of the availability of career development opportunities have a positive moderation effect on the relationship between career

development values and normative commitments. In contrast, Chew & Chan (2018) state that career development does not have a significant influence on commitment to leave a job.

Table 3: The correlation of career development towards employee commitment

		Career development Employee commitment		
Spearman rho	Career development	Correlation Coefficient	1.000	0.646**
		Sig. (2-tailed)	-	0.000
		N	100	100
	Employee commitment	Correlation Coefficient	0.646**	1.000
		Sig. (2-tailed)	0.000	
		N	100	100

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

Based on the result of Spearman's rho correlation coefficient. Both hypotheses in this research were accepted because the p value which was given as Sig. (two-tailed) in table 4.11 and table 4.12 were less than 0.05, therefore, the null hypothesis was rejected.

Table 4: Hypotheses testing result

Hypotheses		β -value	t-value	p-value	Hypotheses Accept/Reject
H1	Career development has a positive relationship with employee performance	0.322	3.223	0.666	Hypothesis accepted
H2	Career development has a positive relationship with employee commitment	0.482	5.728	0.646	Hypothesis accepted

Objective 4: To examine the effect of career development towards employee performance and employee commitment

H3: Career development has a significant effect on employee performance and employee commitment

Refer to Table 5 below, Durbin-Watson is within 1 to 3 and it indicates the assumption of independence of observations has been met. The R-value is the coefficient between 3 variables. The R-value from the table below is 0.788 and it is close to 1 which is considered as a good value. The R-Square value is 0.621 which means 62.1% of variance is accounted for employee performance and employee commitment by career development. The standard error of estimation is to know the accuracy from the prediction. The smaller the value of standard error of estimation, the higher the accuracy of the prediction. Hence, the standard error of the estimate for this section is 0.34017 considered a good value.

The results of this study have been proven from previous studies namely studies from Agung, & Widnyana, (2020), the value of R² for employee performance is 0.704, which means that 70.4% of employee performance is influenced by career development. Studies from Manggis, Yuesti & Sapta (2018) also prove that career development has a positive effect on career development with a value of R² 0.99% which is less than 1%. In addition, it is also proven by Setiawan & Setiawan, (2016) the results of the study show Adjusted R Square 0.883. This value indicates that efficiency, employee commitment of 88.3% in influencing career development. The results of data analysis with statistical tests prove that career development has a positive and significant influence on employee commitment with a value of R², 74.8% (Rahayu, 2018).

Table 5: Model summary^b

Model	R	R square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.788 ^a	.621	.614	.34017	1.793

a. Predictors: (Constant), TavEC, TavEP

b. Dependent Variable: TavCD

From the table ANOVA below the test indicated that independent variables namely; employee performance and employee commitment are important in predicting career development as indicated by significance value=0.000 which is less than 0.05 level of significance ($p=0.000 < 0.05$).

Table 6: ANOVA

Model		Sum of Square	df	Mean Square	F	Sig
1	Regression	18.422	2	9.211	79.602	.000 ^b
	Residual	11.224	97	.116		
	Total	29.646	99			

a. Dependent Variable: TavCD

b. Predictors: (Constant), TavEC, TavEP

Based on the results in Table 7 Beta standard coefficient for the independent variable which is employee performance 0.302 and employee commitment 0.537. The t value for employee performance is 3.223 while the t value for employee commitment is 5.728. However, for the three constants of career development, employee performance and employee commitment are statistically significant because their associated significant value is less than the significance level of 0.05. Thus, this clearly shows that, employee performance and employee commitment have significance values for career development.

This study can be proven by previous studies, that career development has a positive and significant effect on employee performance, which is shown by the value of coefficient 0, 146 with t- statistics value 2, 888. T-statistical value is above the t value in the table 1, 96, so H₀ is rejected. This means that the higher the career development, the higher the employee performance or the lower the career development (Sapta, & Sudja, 2018). Studies from Manggis, Yuesti & Sapta (2018), also proved that career development on employee performance shows a positive relationship with the value of coefficient 0.150 with a t-statistical value of 4,365. The t-statistic value is above the table t value of 2,000, so H₀ is subtracted.

Table 7: Regression coefficient

Model		Unstandardized Coefficient		Standardized Coefficients Beta	t	Sig	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	.784	.264		2.970	.004		
	TavEP	.322	.100	.302	3.223	.002	.444	2.251
	TavEC	.482	.084	.537	5.728	.000	.444	2.251

a. Dependent Variable: TavCD

Addition, the test results partly show the t-count value of 5,499 career development > t-table value of 1.672, and the importance of 0.000 < 0.05 proves that part of the career development has a positive and significant coefficient on employee performance (Setiawan & Setiawan, 2016). The result of t-test

for organizational commitment to career development is 2,350 with sig. 0.023 is smaller ($<$) 0.05, so it accepts the hypothesis that employee commitment influences career development (Ningrum, Haryono, & Fathoni, 2017).

5. Conclusion

In conclusion, the objectives and hypotheses in this research are well answered by the overall results and findings. The results show that the level of employee performance and employee commitment among employees in the (KSAB) is at a moderate level. Furthermore, career development has a positive relationship and significant effect between employee performance and employee commitment and has a significant effect on both the dependent and independent variables. In other words, employee performance and employee commitment can have a positive effect on career development in an organization. This is because research is done on employees working in KSAB the relevant organizations should focus on the results of this research to find solutions to improve job performance and work commitment to be at a higher level to help employee career development in a better direction.

Furthermore, this study has used a quantitative approach, so, it is suggested that future scholars and practitioners should carry out research on similar constructs by employing the qualitative mode of study or follow mix mode of analysis to achieve in-depth results. In the last, to validate the existing model of the present study, it is recommended that this study should also be tested in various other settings such as further research should be done to determine how technology in the organization influences work priorities and commitments to enhance employee career development. Other research can be conducted to determine the factors that cause the decline in the organization and research can also be done to determine how non-job-related activities among employees can improve employee performance.

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