

## **Effect of Career Development Practices on Career Commitment and Career Success of Staff in Kachin Baptist Convention**

Malut Naw Tawng<sup>1</sup>, Atar Thauung Htet<sup>2</sup>

<sup>1</sup> Corresponding Author, MBA Student, Global Swiss MBA Program, NMA University, Yangon, Myanmar

<sup>2</sup> Co-Author, Lecturer/Head of Department, Department of Business Studies, NMA University, Yangon, Myanmar

 <https://doi.org/10.54099/aijms.v1i1.225>

### **ARTICLE INFO**

 Research Paper

#### **Article history:**

Received: 15 June 2022

Revised: 30 July 2022

Accepted: 3 August 2022

Keywords: career development practices, career commitment, career success, local NGO

### **ABSTRACT**

The objectives of the study are to examine the effect of career development practices on career commitment and to investigate the effect of career commitment on the career success of staff in the Kachin Baptist Convention, a faith-based organization. To achieve these objectives, the data collection was conducted from 144 out of 226 staff of the Kachin Baptist Convention by using structured questionnaires with a five-point Likert Scale and a simple random sampling method. After the analysis of the data, the results show that there is a positive relationship between career development practices and career commitment and also between career commitment and career success. Among career development practices, career goal progress and professional ability development play the most significant roles and also salary growth has a significant role in affecting career commitment. Among the three aspects of career commitment, career resilience and career identity have the most significant relationship with career success. Therefore, the responsible persons from Kachin Baptist Convention should focus on career goal progress and professional ability development of the staff while providing attention to support the staff in improving career resilience and identifying the career.

**Keywords:** Triage, Guidelines and Standard of Triage, E-Triage

---

*This work is licensed under a Creative Commons Attribution-Noncommercial 4.0 International License.*

---

### **INTRODUCTION**

Because of the conflicts around the globe, humanitarian aids have to be provided continuously to the needs by respective governments and non-governmental organizations (NGOs) with the support of different funding sources. NGOs play the important role in both providing humanitarian services and implementing developmental programs. Every organization is trying its best to provide the services with the most benefits for the communities with different strategies (Chaudhry & Ahmad, 2011; Iskanto et al., 2022; Ngozi & Chinelo, 2020).

Among different strategies, maintaining and retention of skilled and experienced staff are one of the best ways to boost the performance of the organization which is also relatively more controllable than external factors such as political matter and context. Both the success and failure of the organization mostly depend on the commitment, passion and joyfulness of the staff at work because all these could affect the performance and output (Wokadala, 2016).

Human resource management which considers the capacity development of staff has a linkage with the employee commitment and career success of the staff (Amdany, 2017). Although different organizations have

different strategies and methods for capacity development, this linkage might be the same in the non-government sector or non-government organizations (NGOs) in Myanmar.

Currently, unprecedented political and humanitarian crises are being faced and different kinds of armed conflicts are present in different areas in Myanmar and the need for humanitarian assistance is dramatically increased (UNOCHA, 2021). Many NGOs are providing these health gaps in many different ways. Anyhow, as mentioned and discussed above, the success and performance of the humanitarian services provided by NGOs are depending on the commitment and passion of the staff of the organization. This carrier commitment also depends on different factors such as salary growth, career goal progress, etc. as discussed above. In this way, the career commitment and career success of the staff or employee play major roles and become the essential components of any organization (Arainru, 2022; Iskanto, 2022; Srimulatsih, 2021; Yadewani & Wijaya, 2021). This study is intended to explore the linkage of career development practices on career commitment and career success and at the same time, to find out which factor of the career development practices has the major effect and which factor, the least, among the staff of a local NGO, Kachin Baptist Convention (KBC).

### **Rationale of the Study**

Myanmar has been facing the impact of civil war and different conflicts for many years which consequently causes the increased demand and need for humanitarian aid and support. Many humanitarian and developmental organizations have been working together with the government for many different programs and projects across the country. In this way, the role of humanitarian actors will be increased in Myanmar in responding to the needs (Htet, 2021; Kamyabi & Devi, 2012).

Kachin Baptist Convention (KBC) is mainly a faith-based organization and is also included in mixed type because of its working nature in partnership with external partners and donors in responding the humanitarian assistance. KBC has many departments for different sectors and was founded in 1910 as a faith-based organization and has been implementing different developmental programs. Currently, KBC is providing humanitarian services in many different sectors such as Health, Nutrition, Protection, Shelter, Food and WASH in Kachin State with different funding.

Every organization needs competent employees or staff for effective and efficient leadership and management in implementation which is also one of the challenges in the current situation. Anyhow, to be able to provide humanitarian services in effective and efficient ways for the long term, competent employees or staff with commitment and passion are essential. Understanding the concept of career choice and career success and the factors affecting them will help to manage and prepare the best strategies to retain the potential staff with long commitment with a low turnover rate. Moreover, factors influencing career commitment and career success should be also studied and applied in practice by NGOs for better humanitarian services.

This study will support the understanding of those facts by comparing different factors affecting, the analysis of career development practices and career commitment of current employees and staff in a local faith-based and community-based organization. Moreover, this study will help for better understanding and choosing the most appropriate and suitable career development program for the local non-governmental organizations for better management and services.

### **1. Research Objectives**

There are two research objectives.

1. To examine the effect of career development practices on the career commitment of staff in the Kachin Baptist Convention.
2. To investigate the effect of career commitment on the career success of staff in the Kachin Baptist Convention.

### **METHOD**

This study focuses on the study of career development practices and career commitment of current staff in Kachin Baptist Convention, a local faith-based and community-based organization, in Kachin State, Myanmar. To collect primary data from the staff of KBC Head Office, a simple random sampling method is used and data collection is performed by conducting the survey with structured questionnaires. With a margin of error of 0.05 and a 95% confidence level, among 226 staff of KBC Head Office, data is collected from 144 staff by applying the Yamane formula.

This study applies questionnaires as the data collection tool which are developed with Likert-type questionnaires with a 5-point scale to collect primary data. By using simple random sampling, data collection was conducted

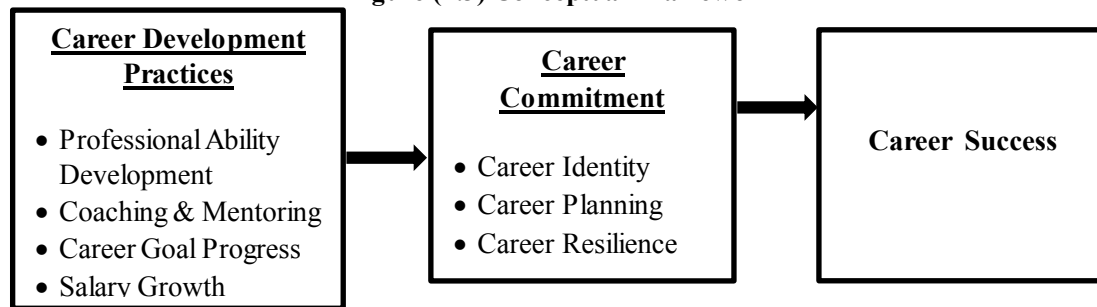
with structured questionnaires to analyze the relationship between career development practices, career commitment and career success relating to the staff of KBC Head Office.

Quantitative, descriptive and inferential data analysis techniques were used to analyze the collected data. By using SPSS software, the relevant data collected for the study were processed, analyzed and interpreted which including Cronbach's alpha reliability test, descriptive analysis and multiple regression analysis to study the relationship between career development practices and career commitment and then the relationship between career commitment and career success.

## 2. Conceptual Framework of the Study

The conceptual framework is adapted and developed by referencing the models of mentioned previous studies. The conceptual framework of this study is shown in figure (2.3).

**Figure (2.3) Conceptual Framework**



Source: Own Compilation (2022)

In this study, there will be three major components; 1) Career development practices (independent variable), 2) Career commitment (intervening variable) and 3) Career success (dependent variable).

Career development practices will be measured by four indicators; 1) Professional ability development, 2) Coaching and mentoring, 3) Career goal progress and 4) Salary growth. Professional ability development assesses how the organization (KBC) is currently providing training and developing programs to the staff and how the staff understand and participate in them. Coaching and mentoring assesses to what extent the supervisors in the organization (KBC) are providing coaching and mentoring to respective supervisees and to what extent the staff see its meaningfulness. Career goal progress assesses the perspectives of the staff on the progress of the current job to move forward to the intended career goal. Salary growth explores how the staff are feeling and seeing about the current salary range (Agusra et al., 2021; Herwina, 2022; Lubis & Irawati, 2022; Masyhuri, 2022).

Career commitment will be measured by three indicators; 1) Career identity, 2) Career planning and 3) Career resilience. Career identity discusses the relationship and connection between personal life and the current career of each staff. Career planning assesses to what extent the staff are considering, preparing and planning for their career goal. Career resilience explores the acceptance, perspective and resistance of each staff on their current job especially during facing challenges and difficulties.

Career success will be measured with information related to career success, especially how the staff working at KBC Head Office are feeling and thinking about their current career especially the performance, satisfaction, stability and personal and professional connection with the current career and organization.

This framework or model proposes that career success is affected by career commitment and at the same time, career commitment is influenced by career development practices.

## FINDING AND DISCUSSION

This section provides the analyzed results for collected data relating to the career development practices, career commitment and career success of current staff in Kachin Baptist Convention, a local faith-based and community-based organization, in Kachin State, Myanmar. There are two components in the analysis of the collected data; 1) to show the mean value of each variable by using descriptive statistics and 2) to analyze the relationships of variables by using multiple regression analysis to support the research objectives.

### 2.1

### Career Development Practices, Career Commitment and Career Success of Staff in Kachin Baptist Convention

In this study, there are four measurement variables for career development practices and three variables for career commitment. The mean values of each variable are shown in respective tables. The analysis of mean values of each variable in research content could support in data analysis of the study. The mean value of career development practices is presented in Table (1)

**Table (1) Staff Perception on Career Development Practices of Kachin Baptist Convention**

Sr. No.	Statements	Mean Value	SD
<b>Professional Ability Development</b>			
1	The organization is having well-designed training policy.	3.36	1.04
2	The provided trainings are relevant to career growth.	3.57	0.96
3	Training programs can be speeding up career progress in the desired direction.	3.69	0.97
4	Every staff is undergoing relevant trainings for upward mobility.	3.44	0.93
<b>Mean Value of Professional Ability Development</b>		<b>3.52</b>	
<b>Coaching and Mentoring</b>			
1	Employee coaching and mentoring is being a fundamental human resource policies in the organization.	3.74	1.09
2	Coaching and mentoring by respective supervisors are helping to improve my performance.	3.88	0.98
3	Ready to assume greater responsibilities because of being well mentored.	3.65	1.00
4	Coaching and mentoring in the organization are helping staff to take ownership and responsibility for their careers.	3.78	0.91
<b>Mean Value of Coaching and Mentoring</b>		<b>3.76</b>	
<b>Career Goal Progress</b>			
1	Moving toward a career goal.	3.58	0.92
2	Current vocational growth is relevant to a career goal.	3.56	0.81
3	Relevant foundations for career goals are being set.	3.63	0.95
4	Opportunities are being presented to move forward to a career goal.	3.58	0.91
<b>Mean Value of Career Goal Progress</b>		<b>3.59</b>	
<b>Salary Growth</b>			
1	Salary is growing acceptably at the current organization.	3.16	1.07
2	High possibility of being increased salary.	3.08	0.95
3	Salary is fair compared with other colleagues.	3.24	0.91
4	The current salary is reasonable for the work.	3.27	0.98
<b>Mean Value of Salary Growth</b>		<b>3.19</b>	

Source: Survey Data (2022)

According to Table (1), the mean value of professional ability development, coaching and mentoring, career goal progress and salary growth are 3.52, 3.76, 3.59, and 3.19 respectively. As all mean values are greater than 3, in general, it could be assumed that the career development practices of KBC are in satisfactory condition in the perception of the staff. The mean value of coaching and mentoring is the highest among the four components. Most of the respondents likely agreed that they are currently well mentored by their respective supervisors and feel confident for further and higher responsibilities. The mean value of salary growth is the lowest and only 0.19 greater than 3 (which is neutral) which could be assumed that most respondents are nearly neutral about the current salary and not strongly satisfied, also compared with the other three practices. career commitment is measured with three aspects; career identity, career planning and career resilience. The mean value of each aspect is presented in the following table.

**Table (2) Career Commitment of Staff in Kachin Baptist Convention**

<b>Sr. No.</b>	<b>Statements</b>	<b>Mean Value</b>	<b>SD</b>
<b>Career Identity</b>			
1	This career is an important part of life.	3.65	0.88
2	This career is having a great deal of personal meaning.	3.86	0.85
3	The chosen line of career is being strongly identified.	3.55	0.89
4	This career is the ideal vocation for life.	3.41	0.94
<b>Mean Value of Career Identity</b>		<b>3.62</b>	
<b>Career Planning</b>			
1	Having strategy to achieve career goals.	3.72	0.79
2	A specific career goal to be achieved has been identified.	3.65	0.77
3	Thinking about personal development in this line of career.	3.96	0.75
4	Spending personal time for reading books and documents relating to the current job.	3.63	0.86
<b>Mean Value of Career Planning</b>		<b>3.74</b>	
<b>Career Resilience</b>			
1	Being emotionally attached to this line of career.	3.67	0.91
2	Costs associated with this career seem to be too less.	3.56	0.87
3	Not feeling as a burden when a problem is raised in this career.	3.26	1.01
4	Discomforts associated with this career seem to be being too less.	3.38	0.88
<b>Mean Value of Career Resilience</b>		<b>3.47</b>	

Source: Survey Data (2022)

According to Table (2), the mean value of career identity, career planning and career resilience are 3.62, 3.74 and 3.47 respectively. All mean values are greater than 3. Therefore, in general, it could be assumed that the KBC staff are likely to be committed to their current career. As the mean value of career planning is the highest among the three components, most of the respondents likely agreed that they have specific career goals and are currently planning to move forward. The mean value of career resilience is the lowest and only 0.47 greater than 3 (which is neutral) which could be assumed that most respondents are a bit more nearly neutral about the threshold of career resilience relative to the other two components.

In this study, the dependent variable, career success, is measured with one aspect, composed of six questions. The respective mean values are presented in the following table.

**Table (3) Career Success of Staff in Kachin Baptist Convention**

<b>Sr. No.</b>	<b>Statements</b>	<b>Mean Value</b>	<b>SD</b>
<b>Career Success</b>			
1	Personally satisfied with the career.	3.72	0.98

2	Staying with the current career even though changes are happening in the field.	3.76	0.91
3	Choosing the own career path.	3.85	1.00
4	Decisions made are having an impact on the organization.	3.52	1.02
5	Being proud of the quality of the work produced.	3.70	0.93
6	Being recognized for the contributions.	3.56	0.84
<b>Mean Value of Career Success</b>		<b>3.68</b>	

Source: Survey Data (2022)

According to Table (3), the mean value of career success is 3.68 which is greater than 3. Therefore, in general, it could be assumed that the KBC staff are likely to accept themselves as being successful in their current career to some extent. However, the mean value is less than 4 which means the respondents do not see themselves as strongly or significantly achieving career success.

### Effect of Career Development Practices on Career Commitment of Staff in Kachin Baptist Convention

The effect of career development practices on the career commitment of staff in KBC can be determined by correlation and multiple regression analysis. Multiple linear regression analysis is conducted to test the first objective of the study; to examine the effect of career development practices (independent variable) on career commitment (dependent variable) and the results are shown in Table (4).

**Table (4) Effect of Career Development Practices on Career Commitment of Staff in Kachin Baptist Convention**

Model	Unstandardized Coefficients		t	Sig
	B	Std. Error		
(Constant)	1.455	.213	6.831	.000
Career Commitment				
Professional Ability Development	.159***	.058	2.733	.007
Coaching & mentoring	.046	.056	.825	.411
Career Goal Progress	.306***	.064	4.811	.000
Salary Growth	.101**	.048	2.092	.038
R Square				.435
Adjusted R Square				.419
F Value				26.989***

Source: Survey Data (2022)

\*10% significant level, \*\* 5% significant level, \*\*\* 1% significant level

According to the analysis, career goal progress and professional ability development have the most significant level while coaching & mentoring has the least significant level on career commitment.

It is clear that without career goal progress, no one could be staying in the same career for a long time. In another aspect, staff with a strong commitment to a specific career will always try to progress in their respective career to achieve the intended goal. In this way and as expected, the career goal progress takes the first role in affecting the career commitment in this study. With improvement in specific professional ability, one could not only understand the pros and cons of the respective profession or career but also become more skilful and confident in the respective career. Therefore, the more improvement in professional ability, the stronger attachment to the specific career which is also the analyzed result of this study. Salary growth indeed is one of the important aspects of career development practices. Salary is not just about the financial matter but it also has a strong link with showing appreciation to the staff. So, growing the salary level to the acceptable condition could help the staff to be committed to the specific career for a long duration.

In sum, the analysis result strongly suggests that career goal progress and professional ability development play a major and significant role among the four dimensions of the career development practices in affecting the career commitment of the staff. Therefore, KBC should more focus on these two components in planning, designing and preparing different components for the staff in the organization so that the career commitment of the staff could be supported for better and improved performance.

### Effect of Career Commitment on Career Success of Staff in Kachin Baptist Convention

The effect of career commitment on the career success of staff in KBC can be determined through correlation and multiple regression analysis. Multiple linear regression analysis is conducted to test the 2nd objective of the study; to investigate the effect of career commitment on the career success of staff in the Kachin Baptist Convention. There are three dimensions of career commitment; career resilience, career planning and career identity. The results of the analysis are shown in Table (5).

**Table (5) Effect of Career Commitment on Career Success of Staff in Kachin Baptist Convention**

Model	Unstandardized Coefficients		t	Sig
	B	Std. Error		
(Constant)	.334	.273	1.222	.224
Career Success				
Career Resilience	.388***	.068	5.733	.000
Career Planning	.198**	.084	2.365	.019
Career Identity	.349***	.067	5.211	.000
R Square				.554
Adjusted R Square				.545
F Value				58.393***

Source: Survey Data (2022)

\*10% significant level, \*\* 5% significant level, \*\*\* 1% significant level

According to the analysis, career resilience and identity have the positive and most significant levels while career planning has relatively a bit less effect on career success.

Career resilience might be the most independent dimension among the three and this resilience push the staff to move forward to career success even in the situation of no chance for proper planning and identifying the specific career. In this way, career resilience takes the first role in affecting career success in this study. If one could identify the specific career on his or her own, it would be very sure to move forward to career success because clearly understanding what one is doing could help for further planning and building resilience in a long run. Therefore, the more clear the career identity, the more meaningful the career to move forward to career success which is why this dimension is also as significant as the former in this study. On the other hand, career planning also positively and significantly affects career success which is just a bit less than the other two aspects of career commitment. Without career planning, the staff would not realize and know where and how to move forward to the specific career goal.

In sum, the analysis result strongly suggests that all three components; career resilience, career identity and career planning play major and significant roles in affecting the career success of the staff. Therefore, KBC should emphasize supporting the staff to be more resilient in their career, in identifying and planning their career so that the staff could achieve career success while the organization could reach its goal.

## CONCLUSION

There major objectives of this study are 1) to examine the effect of career development practices on career commitment and 2) to investigate the effect of career commitment on the career success of staff in KBC.

According to the analysis of the mean values, coaching and mentoring have the maximum and salary growth has the minimum mean value among the four aspects of career development practices. This could be concluded that the KBC staff are satisfied with the coaching and mentoring but not that much with the salary growth in comparison. At the same time, the mean values of all three components of career commitment are not that different but career planning is the highest. This could be also concluded as the KBC staff assumed themselves as they have plans for their career and are moving forward with the plans. Moreover, the mean value of career success suggests that the KBC staff are accepting themselves as achieving career success, not very strongly, but to some extent.

The study highlights that the career development practices are affecting positively the career commitment of KBC staff. To be more specific, career goal progress and professional ability development positively affect career commitment with the highest significant level while salary growth also has a significant effect. This could be understood as the KBC staff will be more committed to the current career if there is a chance to progress toward respective career goals, develop their professional ability and or possess an acceptable growth rate of salary in the current working environment.

At the same time, the study also suggests that career commitment is positively affecting on the career success of KBC staff. In detail, all three aspects of career commitment have a significant positive relationship with career success while career resilience and career identity affect positively career success with the highest level of significance. This result means that if the KBC staff could possess resilient conditions relating to the career if the respective career could be identified more clearly and or if the specific career planning could be conducted the staff could reach the position of career success.



### SUGGESTIONS AND RECOMMENDATIONS

There will be two parts of suggestions and recommendations; specific for KBC and intended for the academic matter. The major purpose is to provide suggestions and recommendations to KBC for better practices by being aware and understanding the career development practices and career commitment especially the findings of the study.

As discussed previously the mean values, the KBC staff are feeling satisfied with the coaching and mentoring by the respective supervisors but less satisfied with the current salary growth practice. Therefore, the organization should maintain its best practice of coaching and mentoring while the current salary growth practice should be reviewed and revised if possible.

By the results of multiple regression analysis, the career development practices of KBC have a positive relationship with the career commitment of KBC staff. To be able to support the career commitment of the staff, the organization should focus on career goal progress and professional ability development of the staff. By creating formal and informal channels to get feedback and hear the voices of the staff, senior staff or supervisors should try to understand the career status of the respective supervisees so that the senior staff could work together to support the staff in setting career goals, linking with current job, setting the relevant foundations and creating opportunities for the intended career goal. In addition, the current policy and procedure for the training and capacity development should be reviewed and updated to be more effective, realistic and systematic in preparing the training plans for the staff. This would support the staff to be more committed to their current career in the organization.

At the same time, to be able to support the staff to move forward to career success, the organization should emphasize the career resilience and career identity of the staff. A strong relationship should be developed and maintained between supervisor and supervisee so that the supervisor could see the situation of the supervisee and support the career resilience and identity. Management staff and HR staff should work together in planning the support programs such as regular performance appraisal, formal and informal discussions and conversations for the KBC staff. KBC should place attention fairly between the achievement or work done of jobs/tasks and the personal development or needs of the staff.

From an academic point of view, the conceptual framework, variables and questionnaires are adapted and referenced from previous studies. Therefore, pilot studies or contextualization should be more strongly considered before the data collection.

### Needs for Further Research

Balancing the limitation of different resources, the study was conducted with all the effort but there were still limitations and challenges.

This study was conducted on a faith-based organization which is the NGO sector and therefore, further studies should also focus on the private and government sectors. The variables are adapted from the previous studies and so other relevant variables relating to career development practices, career commitment and career success should also be considered in future studies. Career commitment could be only studied in general in this study. It would be more informative if the career commitment could be studied in more detail; affective commitment, normative commitment and continuance commitment. Also, career success should be studied more specific such as subjective career success and objective career success in further studies. Other interesting variables which could not be included in this study are organizational commitment and professional commitment. Therefore, it would be very informative if the relationship, similarities and or differences among career commitment, organizational commitment and professional commitment could be studied in future. For last, to be more comprehensive and inclusive, a combination of quantitative and qualitative studies should be conducted even for a similar logical framework.

### ACKNOWLEDGEMENTS

First, I would like to express my honest gratitude to my supervisor, U Atar Thaung Htet, for his valuable guidance, encouragement, advice and support for my entire thesis. This study would not be possible without the kind guidance of my supervisor. Second, I would like to thank the founder, staff and all professors, and lecturers of the National Management Academy and also the SWISS MIBS program for providing the opportunity to be able to learn a master of business administration both effectively and efficiently. Also, I would like to express my sincere and deepest gratitude to Kachin Baptist Convention, Leaders and Directors of different departments



and also all my colleagues for the allowance, support and participation in data collection for the thesis. I would like to highlight my honest gratitude to my direct supervisor and Director, Rev. Zinwa Zau Lawn, for all the kind support and guidance in both my academic and work life. Finally, I would like to thank my family, friends and colleagues for their direct and indirect support in my day-to-day life.

#### **reference**

- Agusra, D., Febrina, L., Lussianda, E. O., & Susanti, A. R. (2021). The Effect of Compensation and Motivation on Employee performance. *Husnayain Business Review*, 1(1), 43–50. <https://doi.org/10.54099/hbr.v1i1.13>
- Amdany, M. J. (2017). The Perceived Effect of Career Development Practices on Employee Retention at the Safaricom Call Centers in Kenya.
- Arainru, G. E. (2022). The Skill Related Physical Fitness Profile As Determinants Of Nigerian Basketballers Playing At Different Levels. *ADPEBI International Journal of Business and Social Science*, 2(1), 29–35. <https://doi.org/10.54099/ajjbs.v2i1.113>
- Chaudhry, A., & Ahmad, I. (2011). Examining the relationship of work-life conflict and employee performance (A case from NADRA Pakistan). *International Journal of Business and Management*, 6(10), 170–177.
- Herwina, Y. (2022). The Influence of Competence on Employee Performance: Investigation of Automotive Companie. *International Journal of Management and Business Applied*, 1(1), 1–8. <https://doi.org/10.54099/ijmba.v1i1.97>
- Htet, A. T. (2021). Factors Influencing Community Participation of Youth Affairs Committee Members in Mon State Myanmar. *International Journal of Islamic Business and Management Review*, 1(1), 35–47. <https://doi.org/10.54099/ijbmr.v1i1.39>
- Iskamto, D. (2022). Does Career Development Effect on Professionalism? : A Case Study of State Civil Apparatus in Indonesia. *International Journal of Management and Business Applied*, 1(1), 9–18. <https://doi.org/10.54099/ijmba.v1i1.94>
- Iskamto, D., Ghazali, P. L., & Afthanorhan, A. (2022). Conflict management in the workplace and its impact on employee productivity in private companies. *Adpebi International Journal of Multidisciplinary Sciences*, 1(1), 54–61. <https://doi.org/10.54099/ajjms.v1i1.210>
- Kamyabi, Y., & Devi, S. (2012). The impact of advisory services on Iranian SME performance: An empirical investigation of the role of professional accountants. *South African Journal of Business Management*, 43(2), 61–72.
- Lubis, K. S., & Irawati, L. (2022). The Effect of Financial Literacy on Financial and Capital Management on MSME Performance. *Asean International Journal of Business*, 1(1), 77–85. <https://doi.org/10.54099/aijb.v1i1.66>
- Masyhuri, M. (2022). Applying a Multiple Convergent Process in Achieving a Successful of New Product Developmen. *ADPEBI International Journal of Business and Social Science*, 2(1), 1–12. <https://doi.org/10.54099/ajjbs.v2i1.48>
- Ngozi, O. A., & Chinelo, U. (2020). Effect of work life balance and employee productivity in Nigerian Organizations. *Int. J. Adv. Res. Manag. Soc. Sci*, 9, 67–93.
- Srimulatsih, M. (2021). The Impact of Career Development on Employee's Commitment At Oil Palm Plantation Company In Indonesia. *ADPEBI International Journal of Business and Social Science*, 1(1), 45–52. <https://doi.org/10.54099/ajjbs.v1i1.40>

- UNOCHA. (2021). Myanmar Humanitarian Needs Overview 2022 (December 2021)—Myanmar | ReliefWeb. <https://reliefweb.int/report/myanmar/myanmar-humanitarian-needs-overview-2022-december-2021>
- Wokadala, J. (2016). Factors Affecting Career Success of Employees in the Insurance Sector of Pakistan. *Advances in Social Sciences Research Journal*, 3(11), 68–92. <https://doi.org/10.14738/assrj.311.2311>
- Yadewani, D., & Wijaya, R. (2021). The Effect of Compensation and Career Development on Employee Turnover Intention in the Culinary Sector. *ADPEBI International Journal of Business and Social Science*, 1(1), 37–44. <https://doi.org/10.54099/aijbs.v1i1.28>