

# Designing and explaining a fairness-based career path model in Dana Insurance Company

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## Abstract

This study was conducted with the goal of developing and describing a career path model based on fairness at Dana Insurance. The success of career path programs should be coordinated with the organization's human resources programs to aid the needs for employee progression in a working period in such a manner that the organization's human resources approach its objectives. Because the process of personal planning of working life contains non-native components, an indigenous model was attempted to be constructed in this exploratory study to arrange the career route. The study was conducted qualitatively, and 44 components were found via interviews with 28 academic experts working in Dana Insurance, from the sampling approach through the theoretical saturation stage, and then through two fuzzy Delphi phases. They were classified into eight major categories based on their weight and score. According to the findings, the eight components, which include challenging work, latitude, balancing work and personal life, job security and stability, creativity and innovation, task competence, managerial competence, and service to others, are directly related to the career path model based on Fairness and have an impact on Dana insurance company.

Keywords: career path, fairness, career planning  
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## 1 Introduction

Organizational managers must utilize techniques to retain and promote valuable people, as well as make the best use of human resources for the organization's and business's growth. Many workers' goals and dreams may be kept alive by concentrating on knowledge-oriented staff and effective planning. The scientific concepts that are strongly stressed regarding the career path are accurate design and routing by managers, which, in conjunction with organizational and individual methods, may increase the speed of picking suitable work and the progression of employees [2]. Employees with current management knowledge and science may experience various occupations in their firm, resulting in individual and organizational growth that exceeds people's expectations [1]. Dana Insurance Company is one of the country's leading insurance businesses; however, it is in an adverse position in terms of career planning. Most observed insurance businesses seem to convey solely the demands of the company to the human force, while the wants and ambitions of the workers are given less attention or are entirely neglected. The company is in a position of strength when it comes to human resource planning. In addition, the organization's human resource

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requirements are identified, and programs are developed to satisfy those needs. Employees, on the other hand, are never requested to participate in the planning process. When designing transfer and replacement programs, if a program is designed based on the aims of the workers, broad judgments are taken based on their records, which in some circumstances are distant from reality. According to the situations given, this study provides a response to the fundamental question: What model can be built to describe Dana's insurance company's career path based on fairness?

## 2 Theoretical Framework

A career path is the constant pursuit of professional progress in one's area of work, which involves continuous and comprehensive learning. The severity of changes in the work environment and career path is another challenge for individuals to focus on developing their job capabilities and talents in order to increase their chances of being hired. Examining workers' future career paths and levels of satisfaction with those paths is one strategy that prepares individuals to react effectively to these concerns. In fact, the individual engages in preventative behaviors to build his skills and plan his career based on the labor market's future demands [7]. A person will properly foresee the future demands of occupations with the assistance of forward-looking career path behaviors, and on that basis, he will improve his talents and competencies and create favorable circumstances for growing productivity at the individual and organizational levels. Prospective job behaviors involve proactive acts and efforts made by a person to change circumstances and raise the likelihood of work success [8]. A collection of jobs, tasks, activities, and professional experiences acquired during the course of a career [10]. According to Noe et al. [11], the notion of the route has four distinct interpretations.

- Career as career advancement
- Career as a job
- Career as a lifelong career sequence
- Career as a sequence of experiences related to a role [11].

For most individuals, independent of work type, five phases of their career path may be mentioned: the discovery stage, creation stage, mid-career stage, the final stage of the career path, and dwindle and decline stage, as illustrated in Figure 1. The model may be checked as shown below.

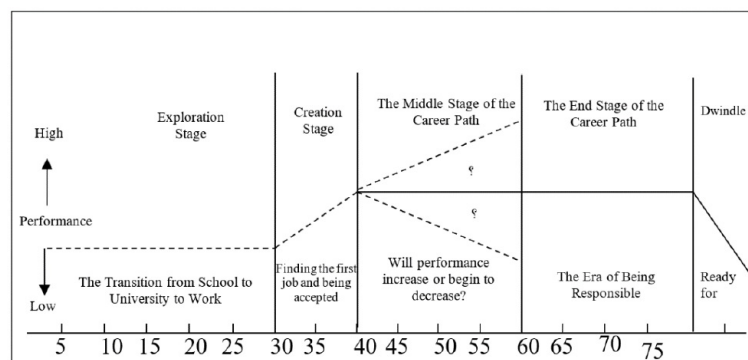


Figure 1: Career path stages [13]

One of the side groups in career development is career planning. In other words, career path patterns in individual planning are coordinated in the direction of optimum growth for the person and the business. It should be mentioned that the aspects of career planning by carrying out ongoing training programs and designing training workshops, as well as self-evaluation plans, are carried out along the route of the organization's advancement [16]. Economic, social, and even legal programs governing organizations have profound and long-term consequences on personnel service lives, which might alter the organizational characteristics of a workgroup. Employees that change jobs throughout the course of their careers may have an impact on the socioeconomic characteristics of work supergroups. The number of individual and organizational requests for services is dependent on having qualified specialized forces, and these forces must occasionally be shifted within an organization throughout a work cycle. Any employment possibilities produced

may result in the production of wealth inside the business, which will play a complementary role in preserving societal balance in the face of economic crises [14].

## 2.1 Background

Meilianti et al. [9] studied the degree of work satisfaction in the career path among pharmacists and pharmaceutical department employees in a study. The data from a worldwide survey was utilized in this research to assess work and job satisfaction levels as well as the elements most essential to influencing satisfaction among early-career professionals. The findings indicated that developing and implementing a system with a proper framework that offers a desirable work environment, incentives, and more autonomy may enhance job satisfaction. Cappellen and Janssens [3] performed research on global managers' career pathways. The findings indicated that developing and implementing a system with a proper framework that offers a desirable work environment, incentives, and more autonomy may enhance job satisfaction. Cappellen and Janssens [3] performed research on global managers' career pathways. In this study, in terms of expressing particular research themes, a textual research strategy that promotes comprehension of distinct professional movements across time as well as the overall course of a worldwide career path was offered. In relation, Sepahvand et al. [15] mentioned in their study titled "The Influence of Sense of Competence on Career Satisfaction with the Mediating Role of Career Plateau and Relative Deprivation" that managers' first goal is to retain efficient human capital in the business. Based on the Morgan table, a sample of 169 people was chosen proportionately from the statistical population of 370 people among the workers of the stated offices. According to the findings of the study, workers who have a greater sense of competence than their organizational position are less satisfied with their career path inside the organization.

## 3 Methodology

Due to a lack of experimental and theoretical models in the design and explanation of the fairness-based career path model at Dana Insurance Company, the present study used the qualitative research technique and the grounded theory approach. The investigated community consisted of Dana Insurance Company managers and professionals who had worked in various Dana Insurance divisions or supervisory offices. The fuzzy two-stage Delphi technique was used in this study to select sample members for in-depth interviews. The combined approach of research, by employing the right selection of participants in the study and using a semi-structured questionnaire in both field and library portions, would smooth the research strategy for using the Delphi method. Although the four-step Delphi technique and the fuzzy Delphi method may be used to finish this section of the study, the Delphi approach was selected owing to its community aspect, and a more detailed explanation will be given below. The interviews were carried out until theoretical saturation was reached. It suggests that the interviewees did not provide any fresh ideas. Although 28 interviews resulted in theoretical saturation, a total of 30 interviews were done. Table 1 shows the demographic features of the interviews.

Table 1: Group of Interviewees Details

<b>Interviewees</b>	<b>Number</b>
Managers and senior heads of various administrative departments	7
Different vice presidents of Dana Insurance	5
Academic faculty members	12
The officials of different branches of Dana insurance	4
total	28

The interviews were conducted by one of the authors of the article in person. The average time of interviews was 45 minutes. The interview protocol consisted of five general sections: 1) Individual characteristics of people 2) Time and date of the interview 3) Place of interview 4) The interviewee 5) The interviewer.

Despite the fact that this protocol was developed before the start of the interviews, the interview process with each participant was unique due to the qualitative character of the study and based on that person's responses and the notions that formed throughout the conversation. All interviews were videotaped and later used. Following the interview, the accuracy of the supplied responses was verified by picking multiple interview samples and repeating these interviews at different times. In these interviews, new coding was performed to affirm or reject the re-examined items. A two-stage fuzzy Delphi was used to assess the interviews with the expert group, which was reviewed in two phases based on the results of the collected components and a re-survey of the chosen experts.

The first phase of this study was conducted qualitatively. The fuzzy Delphi technique is being employed as a research tactic at this point. The motivation for using this technique at this level of the study is its application. The foundation data theory research approach is a methodical and qualitative technique for developing a theory that describes the process, activity, or interaction of a topic with a particular identity on a wide level. The goal of this study was to design and explain the fairness-oriented career path model at Dana Insurance Company. In the quantitative section, the career path model was extracted, and the findings were analyzed based on the theoretical topics and research background as well as the researcher’s personal experience. The replies to the collected ideas and themes were investigated in the qualitative section based on one or more open questions, and at the conclusion, the results of the quantitative and qualitative portions were combined and a broad interpretation was offered. The statistical population, managers, experts, and workers of Dana Insurance Company were chosen as the topic of investigation in the second stage. According to the most recent public data on the company’s workers, about 1030 people who satisfied the essential qualifications to engage in this statistical research may take part in this exam; the sample size, according to Morgan’s table, was 280 people.

### 4 Results

According to Strauss and Corbin’s [4] theory, the analysis of the study data is comprised of three stages: open coding, central coding, and selective coding. Open coding involves dissecting, comparing, conceptualizing, and classifying data. This procedure begins with the ideas and concludes with the identification of the category. The researcher applies concepts as mental labels to events, happenings, and phenomena. The category is a more abstract idea than other concepts. In other words, as concepts are categorized, categories are produced. In other words, categories are identified by comparing notions that seem to be connected to comparable situations. By continuously comparing data, the process of merging ideas and translating them into categories is carried out. This research’s open-coding stage examination of data from 30 in-depth interviews resulted in the identification of 73 core themes. After interviewing sample members and identifying and determining the relationships between the success factors of information security management in the bank using a fuzzy approach, the components are designed in the form of a questionnaire to elicit the opinions of experts regarding their agreement with the components. Experts indicate their degree of agreement using word variables such as "very little," "little," "medium," "a great deal," and "very lot." Due to the fact that the qualities of individuals influence their subjective interpretations of qualitative factors, limiting the scope of qualitative variables enables experts to respond to questions with the same mindset.

#### 4.1 Results of the first stage

At this step, the interview-identified components are sent to the experts in the form of a questionnaire. In accordance with the suggested option and the linguistic factors established, the findings obtained from the study of the questionnaire responses are examined to determine the fuzzy average of the components. The following is the calculation using the Minkowski relation.

$$x = m + (\beta - \alpha)/4$$

In this formula, m represents the middle limit of the triangle fuzzy number, represents the upper limit, and represents the lower limit of the triangular fuzzy number.

The average fuzzy value is computed using the following relationships.

$$A_i = (a_1^{(i)}, a_2^{(i)}, a_3^{(i)}), \quad i = 1, 2, 3, \dots, n$$

$$A_{ave} = (m_1, m_2, m_3) = \left( \frac{1}{n} \sum_{i=1}^n a_1^{(i)}, \frac{1}{n} \sum_{i=1}^n a_2^{(i)}, \frac{1}{n} \sum_{i=1}^n a_3^{(i)} \right)$$

$A_i$  denotes the opinion of the  $i^{th}$  expert, whereas  $A_{ave}$  reflects the mean opinion of the experts.

After determining the triangle fuzzy average for the components using the Minkowski formula, the fuzzy numbers for each component are computed. The assessment matrix (D) has been established by analyzing the alternatives and considering all the criteria by the project specialists, both according to the description of the current option and according to the quantitative and qualitative criteria. This matrix evaluates alternatives based on criteria whose values are all prime integers.

$$D = \begin{bmatrix} V_{11} & V_{12} & \cdots & V_{1m} \\ V_{21} & V_{22} & \cdots & V_{2m} \\ V_{n1} & V_{n2} & \cdots & V_{nm} \end{bmatrix}$$

So that  $D$  is the decision-making matrix and  $V_{ij}$  is the rank of the  $i^{th}$  option according to the  $j^{th}$  criterion. At this stage, the board members identified 62 of them with a very high impact among the existing factors affecting the career path, which were 73 factors, by removing 11 cases. The average total points assigned to the 73 mentioned factors is equal to 4.095. The results of this section can be reviewed and analyzed in Table 2.

Table 2: General statistical description of the results of the first stage

<b>Total Average</b>	4.095
<b>Total Standard Deviation</b>	0.593
<b>Minimum</b>	1
<b>Maximum</b>	5
<b>Coefficient of Agreement</b>	99.52

### 4.2 The results of the second stage of Delphi

At this point, the panel members proposed deleting 18 of the 62 elements from the in-depth interview, of which 44 were deemed to have a very high influence. Table 3 also details the general statistics of the second stage.

Table 3: General statistical description of the results of the second stage

<b>Total Average</b>	4.671
<b>Total Standard Deviation</b>	0.619
<b>Minimum</b>	2
<b>Maximum</b>	5
<b>Coefficient of Agreement</b>	59.152

As seen in the above table, the average number of points allocated to the 44 stated criteria is 4.671. In addition, Table No. 4's data may be used to verify the research's overall findings.

Table 4: General results of the research findings based on the researcher's discoveries

	<b>Factors</b>	<b>Average</b>	<b>SD</b>	<b>Min</b>	<b>Max</b>
1	Solving the crisis	4.42	0.921	2	5
2	Variety of work	3.99	0.351	4	5
3	The right to decide	4.24	0.414	4	5
4	lifestyle	4.34	0.624	3	5
5	Job security	4.38	0.321	4	5
6	Interest and perseverance	4.15	0.541	4	5
7	Create a work network	4.24	0.426	4	5
8	Independence and Latitude	3.88	0.834	3	5
9	Work adaptability	3.24	0.314	4	5
10	Individual skills	3.46	0.675	3	5
11	New policies of the Department of Personnel Affairs	4.39	0.342	4	5
12	Being beneficial	4.18	0.023	4	5
13	Ability to manage employees	4.21	0.469	4	5
14	The proportion of authority and responsibility	4.34	0.065	4	5
15	Religious and cultural norms	4.40	0.351	4	5
16	Entrepreneurship and creativity	4.14	0.841	3	5
17	Professional Commitment	4.21	0.332	4	5
18	Employee performance evaluation	4.23	0.517	4	5
19	Excellence and in-service courses	4.38	0.512	4	5
20	Hard and challenging work	4.48	0.402	4	5
21	Resistance to unrealistic expectations	4.23	0.720	3	5
22	The opportunity to influence the work situation	4.38	0.630	3	5
23	Work ethics	4.34	0.607	3	5
24	Service and loyalty to an ideal	4.25	0.402	4	5

25	Cooperation in other matters	4.20	0.502	4	5
26	A balance between work and life	4.36	0.419	4	5
27	Independence and autonomy	4.42	0.445	4	5
28	In-service learning and excellence courses	4.36	0.514	4	5
29	Giving importance to the job	3.72	0.441	4	5
30	Economic-technical and cultural motivations	4.23	0.416	4	5
31	Reducing work pressure and stress	4.22	0.446	4	5
32	Responsibility	4.42	0.312	4	5
33	Equal opportunity for promotion	3.97	0.314	4	5
34	To succeed and achieve results	4.29	0.316	4	5
35	Reluctance to do repetitive work	3.82	0.245	3	5
36	Related to the field of study and specialization	3.63	0.752	3	5
37	Economic security	3.90	0.414	4	5
38	Service and dedication	4.24	0.689	3	5
39	Strict compliance with the rules of the organization	4.32	0.653	3	5
40	Service to the community	4.23	0.524	4	5
41	Strengthening and supporting the organization in the direction of growth and development	3.89	0.458	4	5
42	Confidence in technical matters	4.42	0.531	4	5
43	Good interpersonal relationships	4.43	0.457	3	5
44	Achieve success	4.62	0.852	4	5

As shown in the two tables above, the average of the total points allocated to the 44 elements is 4.186, and the average of all factors influencing the development of the career path is more than 3. According to the findings of the four rounds of adopting the Delphi method in the study, which indicate that panel members have established an agreement for the following reasons, it is feasible to stop repeating the rounds: In the second round, more than half of the participants picked as their first element 44 important aspects in the creation of the model of factors affecting the development of the professional path, with an average of more than three. In the second round, the standard deviation of the members' responses about the significance of the variables has decreased relative to the first round. Kendall's coordination coefficient for the factors influencing the development of the career path in the second round compared to the first round did not increase, and this coefficient or the level of consensus among the panel members in two consecutive rounds does not demonstrate growth; thus, the polling in this round was discontinued.

Table 5: Explained Variance of the Eight Components

Components	Total variance (cumulative percentage)	percentage	Percentage of variance	eigenvalue (total variance)
Latitude	255.29		29.255	12.872
Task Competence	37.026		7.772	3.420
Being a challenge	42.376		5.350	2.354
Management competence	47.199		4.823	2.122
Creativity	50.928		3.729	1.641
A balance between work and private life	54.366		3.437	1.512
Service to others	57.681		3.315	1.459
Job security and stability	60.581		2.900	1.276

According to Table 5, the greatest value associated with the first component is 12,872. The second component has a value of 3,420, the third component has a value of 2,354, the fourth component has a value of 2,122, the fifth component has a value of 1,641, the sixth component has a value of 1,512, the seventh component has a value of 1.459, and the eighth component has a value of 1.276. Table 6 also illustrates the link between the eight additional components, the result of exploratory factor analysis, and the 44 factors collected from the research's theoretical premises.

It is vital to emphasize that at this point, after the categorization of eight new components and the 44 elements comprising their subgroups, eight emergent components were identified in conjunction with eminent academics and



Table 6: Classification of eight emerging components, the output of exploratory factor analysis

<b>1st</b>	Challenging work
<b>2st</b>	Latitude
<b>3st</b>	A balance between work and life
<b>4st</b>	Job security and stability
<b>5st</b>	Creativity and entrepreneurship
<b>6st</b>	Functional competence
<b>7st</b>	Management competence
<b>8st</b>	Service to others

renowned specialists. An innovative part of this study and the researcher’s contribution to the creation of knowledge is the presentation of eight components that are effective in the establishment of a career path based on fairness. As shown in Table 7, a descriptive analysis of research model variables is offered. Included in this table are the mean and standard deviation for the study variables, the number of questions answered for each variable, and the descriptive statistics for each variable.

Table 7: Descriptive Statistics of Research Variables

Variables	Questions	Minimum	Maximum	Average	SD
Latitude	1-4	2	5	3.914	0.685
Task competence	5-13	1.56	4.67	3.451	0.656
Being a challenge	14-19	1.67	5	3.925	0.753
Management competence	20-25	2.17	5	3.836	0.580
Creativity	26-32	1.57	5	3.880	0.714
A balance between work and private life	33-36	1	5	3.925	0.789
Service to others	37-40	2	4.75	3.742	0.639
Job security and stability	41-44	1.50	5	3.869	0.750
Development of a fairness-oriented career path	45-50	1.17	5	3.685	0.744

According to the data shown in the table, the average scores for the variables range from 3.451 to 3.925, with the greatest average associated with "challenge and balance between work and private life" (3.925) and the lowest average associated with "task competence" (3.451). Considering that the average of all variables is greater than the spectrum’s cutoff point (the cutoff point of the 5-point Likert scale is 2.5), it can be concluded that the respondents’ responses to the research questions are in line with the research objectives and that the data are dispersed with a proportional standard deviation around the mean. After gathering the data and determining the kind of measurement model in the subsequent stage, the model’s fit was evaluated. The purpose of fitting the measurement model is to verify the validity and reliability of the concept, and three criteria—index reliability, convergent validity, and divergent validity—are employed to do this. Three criteria are used to evaluate the index’s reliability: factor loadings, Cronbach’s alpha, and composite reliability. By measuring the correlation value of a structure’s indicators, factor loadings are assessed. If this number is equal to or more than 0.4 or 0.5, it shows that the variation between the structure and the indicators is larger than the variance of the structure’s measurement error. As a consequence, the measurement model’s dependability is adequate. The route coefficients and factor loadings of the model queries are shown in Figure 2.

Cronbach’s alpha is an appropriate metric for assessing internal stability and serves as the second sub-criteria for gauging the index’s dependability. Cronbach [5] established 0.7 as an acceptable value for Cronbach’s alpha coefficient. Table 8 displays the findings of model reliability and convergent validity at the level of hidden variables.

Table 8: Cronbach’s alpha values, composite reliability, and AVE

Variable	Cronbach’s alpha	Composite reliability	AVE
Latitude	0.857	0.904	0.703
Task competence	0.876	0.901	0.510
Being a challenge	0.888	0.910	0.631
Management competence	0.805	0.854	0.501
Creativity	0.880	0.923	0.751
Service to others	0.753	0.844	0.577

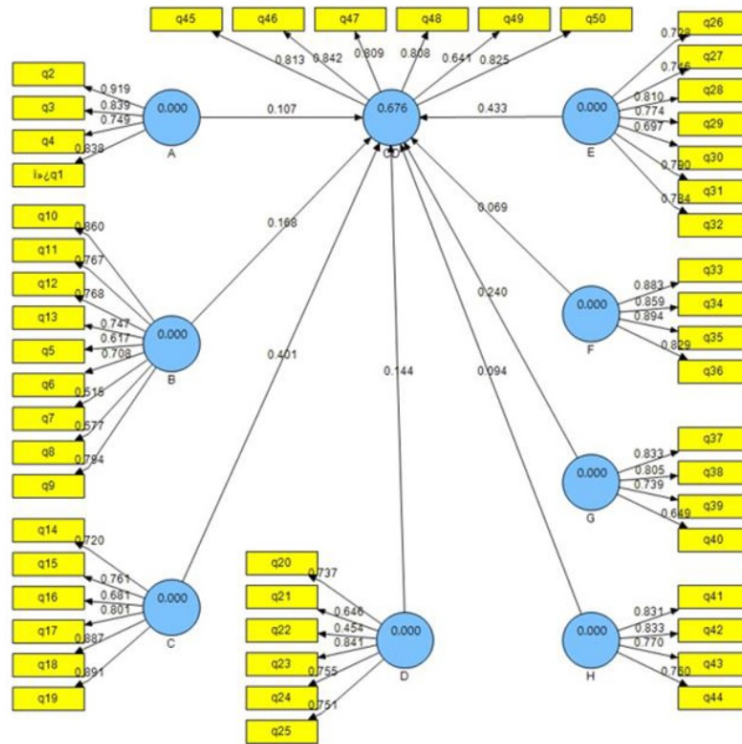


Figure 2: Path coefficient and factor loads

According to Table 8, the value of Cronbach’s alpha is greater than 0.7 for all variables. Consequently, the dependability of all variables is satisfactory. Composite reliability, the third sub-criteria for measuring index reliability, is a more modern and superior criterion than Cronbach’s alpha [17]. This measure’s advantage over Cronbach’s alpha coefficient is that the reliability of the structures is not calculated in an absolute manner but rather based on the correlation between their structures. Composite reliability values above 0.7 indicate adequate internal stability of structures, while values below 0.6 indicate inadequate index reliability [12]. Based on the data in Table 8, this criterion has an acceptable value for all variables, and the index’s overall reliability for the measurement model is confirmed. The second criteria for evaluating the fit of measurement models in PLS is convergent validity, which is calculated based on the extracted average variance coefficients (AVE) for the constructs. According to the study model’s convergent validity, the indicators of each structure show a moderate association with one another. It indicates that the extracted average variance is greater than 0.5. According to Table 8, the average variance coefficients retrieved for all study variables are greater than 0.5. Therefore, the model’s convergent validity is proven. The fit of the measurement model is then evaluated using the divergent validity criteria, which evaluate the validity of the measurement model in two dimensions. On the basis of this criteria, the validity of the criterion at the level of indicators is determined by comparing the correlation between the indicators of a structure and that structure to the correlation between those indicators and other structures. Then, the degree of correlation between a structure and its indicators is compared to its association with other structures, which is connected to the discriminant validity of the factor.

## 5 Discussion

By reviewing the information offered in the preceding chapters, it is possible to infer that the researcher has achieved the study goals and answered the research questions. In light of the primary study question, how is the conceptual model of career path development characterized? And the second issue is: what qualities and circumstances influence the development of a professional path? The researcher has produced a conceptual model of career path development based on eight developing components in the example of the Dana insurance study after finding and classifying forty-four successful aspects in the building of the career path development model. It is vital to mention that in the present exploratory study, the researcher attempted to construct and describe the evolution of the career path using a qualitative methodology. Therefore, it can be said that the conceptual model of career path development, in which the researcher’s originality and contribution to knowledge creation are articulated with the assistance of eminent academics



and panelists, is sound. It is innovative, transmits to the audience the core nature of study, and expressively pushes the frontiers of knowledge in this field. In this exploratory study, the researcher sought to design and characterize the progression of the career path using a qualitative approach. The conceptual model of career path development, in which the researcher's uniqueness and contribution to knowledge production are expressed with the help of prominent academics and panels, may thus be deemed sound. It is original, conveys the essence of the research to the audience, and expressively pushes the boundaries of knowledge in this discipline. The derived structural model and path analysis in the conventional estimating mode indicate that task competence had the biggest effect on the development of the career path (with an influence coefficient of 0.531). In order to develop a career path, it is necessary to strengthen the competence component of the task, which includes the relationship with the field of study and expertise, professional commitment, learning, self-confidence in technical issues, personal skills, service and self-sacrifice, courses of excellence, strict compliance with the rules of the organization, and good interpersonal relationships. On the basis of the data and results obtained from the analysis of the structural research model, creativity and innovation are known to be the second most effective factors in the development of the career path, so it can be concluded that, in addition to increasing the competence of the task, measures such as the lack of desire for repetitive work, entrepreneurship, work flexibility, interest, and perseverance, giving importance to the job, independence, and autonomy, as well as giving importance to the job, independence, and autonomic control, are effective in promoting career development. In addition, the findings of this section indicate that, in order of significance, the following elements influence the development of a career path: managerial competence, difficult work, latitude, work-life balance, job security and stability, and a lack of organizational transparency.

Paying attention to and concentrating on the merit-based problem in periodic employee assessments enhances the likelihood of fair promotion, making the route to career advancement easier. In the next few years, the likelihood of promoting workers will increase if they are placed in positions that provide opportunities for technical and specialized development that are compatible with their particular attitudes. Consequently, if an employee is put in a position that aligns with his personality, mental, and psychological traits, his career path will be automatically established so that he may attain higher positions by acquiring work skills. In other words, if the career path is appropriately established, an employee who may obtain a job and a better position in seven years will be able to be employed in five years, minimizing work fatigue and the likelihood of quitting the service.

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