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Enhancing Job Satisfaction through Career Planning, Career Management, and Career Development: The Mediating Role of Career Commitment

Nafiza Islam, Ph.D[1]

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Abstract: Effective career planning, career management, and career development, combined with a high level of career commitment, play a vital role in empowering human capital to spark creativity and innovation. This approach not only boosts job satisfaction by proactively managing individual career goals but also promotes greater fulfillment of organizational well-being. With this mindset, the study advances understanding of how career planning, career management, career development, and career commitment enhance job satisfaction in Bangladesh's service sector. Using data from 120 employees in Bangladesh's service sector via convenience sampling and employing PLS 4.0 to assess complex pathways, the results revealed that career planning, career management, career development, career commitment, and job satisfaction are positively associated, and that career commitment partially mediates these relationships. The novelty lies in integrating these career phases with career commitment as a mechanism to increase job satisfaction in a developing country like Bangladesh, where empirical evidence is limited, and the job market is highly volatile. The findings indicate that the urge to develop a well-designed career map aligned with professional and organizational goals and strategies reflects effective career planning, management, and development, with career commitment mediating this relationship and, in turn, leading to higher job satisfaction.

1.0 Introduction

1.1 Context & Aim of the Study

Human capital is seen as the most crucial resource for business, inclusive development, and the country's prosperity on the global stage. New ways of thinking and comprehensive strategies are an absolute must to cope with an environment characterized by rapid changes in technology, customer needs and preferences, government regulation, social structure, and ideology, resulting in high demands in

[1] Associate Professor, Department of Management Studies, Jahangirnagar University, Savar, Dhaka – 1342 Email: nislam@juniv.edu

the job market. Organizations are becoming more proactive in career development and talent management due to shifting trends, including a mobile, more diverse workforce, a narrowing leadership pipeline, growing internationalization, and rapid technological advancements (Pearson & Ananthram, 2008). Due to globalization, drastic changes all over the world in terms of advancement in information flow proficiencies, a new wave of advancement in technology, modernization around job requirements, and transformation into a challenging, more dynamic, and more competitive job market are constantly being witnessed, leading to a paradigm shift in career planning, career development, and career management to enhance career commitment and job satisfaction. Career growth and advancement pathways help recognize the potential of work in the long run, fostering enduring passion and dedication, promoting career commitment, and thereby fostering effective job satisfaction (Wu & Fu, 2024). Social Cognitive Career Theory can primarily underpin the relationships among career planning, career management, career development, career commitment, and job satisfaction in this study. In the career-self-management model, self-efficacy, career goals, and outcome expectations were strongly predicted by career planning, career management, and career development, which foster career commitment and lead to higher career or job satisfaction. (Brown & Lent, 2019; Jung & Takeuchi, 2018).

Effective career planning, career development and career management involves setting and navigating career goals which aligned with personal interests, values, and long-term aspirations, seeking the opportunities for skill development and advancement, achieving reward and recognition, availing learning opportunities, balancing work and life, increasing job involvement, job engagement and job enthusiasm through recognizing job fit areas, ensuring long term career success and stability, which lead to higher career commitment and higher job satisfaction. Keeping this mindset, the study aimed to explore the impact of career planning, career development, and career management on career commitment, and to examine the mediating effect of career commitment among the relationships of career planning, career development, and career management on job satisfaction in the service sector of Bangladesh.

1.2 Problem Statement

Knowledge workers are in high demand because they give businesses a competitive edge; however, retaining them is the organization's biggest challenge (Jayasingam & Yong, 2013). A positive attitude toward their job fosters employee participation by nurturing a sound work environment (Baqir et al., 2020). A workforce with job satisfaction is a prerequisite for success in the challenging, complex, and competitive business world of the present era (Shuvro et al., 2020).

Organizations aim to satisfy their customers and the demands of the workforce through the delivery of efficient services, and apparently, goals cannot be attained if employees' careers are at stake (Korankye, 2020). The programs initiated by organizations, such as self-growth, learning opportunities to adopt new skills, information about job openings, and retirement preparation, foster career satisfaction (Kumudha & Abraham, 2008). As a result, ensuring the sustainability of human capital, nurturing a positive work environment that fosters rewards and recognition, and encouraging employees' professional development should be the organization's

top priority (Osibanjo et al., 2014). People seek a better option when their desire to advance in their career is not acknowledged (Korankye, 2020). Therefore, an organizational priority to invest in career development programs is becoming a strategic concern, with limited knowledge of the effectiveness of organizational commitment and employee career satisfaction as outcome factors (Adhikari & Thapa, 2025).

The existing literature has illustrated the mediating role of career commitment in job satisfaction; however, it has not examined career commitment as a mediator between career planning, career management, and career advancement and job satisfaction (Dewi & Nurhayati, 2021; Sutanti & Sandroto, 2021; Zhang et al., 2014). The unexamined channel and the context-dependent nature of mediation effects represent a significant research gap in this paradigm.

In the context of Bangladesh, various studies identified career planning, career management, career development, and career commitment as the influencing factors for increasing job satisfaction (Naufal'alim & Harmen, 2025; Quaosar et al., 2026). Quaosar et al. (2026) studied the context in Bangladesh and emphasized the importance of understanding job satisfaction as a strategic tool for employees' long-term career commitment, and they also urged enhancing career commitment and reducing employee turnover by integrating key antecedents and job satisfaction into HR practices.

2.0 Literature Review

2.1 Operational Definitions

Table 1: *Operational Definitions*

Variables	***Definitions***	***Sources***
Career	'A career is a pattern of work-related experiences that spans the course of a person's life. '	Greenhaus et al. (2000), pp9
Career Planning	Career planning is understood as an endeavor in which a person takes charge of their own career and makes refined decisions about their organization, self-improvement, and occupation.	Hall & Associates, 1986
Career Management	Career management is a process through which individuals develop, implement, and monitor career goals and strategies.	Greenhaus et al. (2000), pp 12
Career Development	Career development is the culmination of all the psychological, sociological, educational, physical, economic, and other relevant factors that influence a person's career trajectory over their lifetime.	McDaniels and Gysbers (1992)
Career Commitment	A person's attitude toward their long-term profession is linked to their level of career commitment.	Gebbels et al. (2020)
Job Satisfaction	Job satisfaction is a set of emotions a person develops in relation to their employment.	De Oliveira et al. (2019)

2.2 Career Development and Career Commitment

Since employee commitment is significantly positively influenced by perceived career growth, career development is a key factor in determining employee commitment (Li et al., 2014). The best way for companies to achieve productive employee output is to help them advance their careers through effective career development programs (Rehman, 2017). A study conducted by Asiyah et al. (2021) supported the assertion that professional development positively influences work commitment, thereby enhancing the quality of education and generating competitive, high-quality human resources. According to the study, work commitment is a key factor affecting the learning process and outweighs opportunities for professional development. The quality of work life can be promoted and fostered through employee commitment, workplace rewards, and career development, as there is a positive linkage among these (Omofowa, 2021). In the Pakistani telecom industry, a study conducted by Rehman (2017) demonstrated a favorable correlation between career development strategies and organizational commitment. Enhancing the working atmosphere to promote career development would ultimately increase job commitment, efficiency, productivity, and employee effectiveness, as career development is positively related to employee commitment (Kiran et al., 2019). Knezović and Greda (2021) suggested that organizations should invest in career development in order to retain the most valuable assets, human resources, through aligning employee and organizational goals, providing professional development opportunities, and rewarding exceptional performance, as career development has a stronger influence on affective commitment. Career development reduces turnover intention and increases job satisfaction and organizational commitment (Dewi & Nurhayati, 2021). Chang et al. (2007) identified distinct career needs at different career stages and highlighted the gap between these needs and career development programs, which led to a decline in commitment and influenced nurses' turnover intentions. Effective career development efforts must be put into practice with a system perspective aligned with strategic business goals, grounded in real-time, ongoing work intelligence (Ismail et al., 2017; Pearson & Ananthram, 2008).

2.3 Career Management and Career Commitment

Career management practices enhance job commitment (Benchohra & Badraoui, 2021). According to the study by Mutaqin and Chaerudin (2020), performance evaluation, organizational career management, and competency all had a favorable and significant impact on career path advancement. Additionally, those factors were significantly and favorably mediated by the organizational commitment variable in relation to career path progression. Abbas et al. (2025) observed the mediating role of career commitment on supervisory support and employee retention, which ensures the retention of employees. A study examined the relationship between career development programs, such as career planning and career management, perceived career needs, career satisfaction, and career commitment in a military-oriented tertiary educational institution in Malaysia and suggested that career planning and career management should be considered as critical success factors while developing human capital development models (Rani, 2015). The author advocated that positive attitudinal and behavioral outcomes, such as proactivity, performance, fairness, trust, and ethics, should be assessed with appropriate measures by inducing job needs and

expectations, which, in turn, apparently enhance positive career outcomes, especially career satisfaction and career commitment.

2.4 Career Planning and Career Commitment

The purpose of the study conducted by Ismail et al. (2016) was to investigate the relationships among career development, career program, and career commitment, and it revealed a positive and significant correlation between career planning and career development with career commitment. Gadzali (2022) examined the antecedents of employee organizational commitment and observed the effects of HR management practices, including career planning, performance appraisal, and employee participation, on organizational commitment in the West Javan banking industry. The study found a significant relationship between the variables. The author concluded that greater commitment is correlated with higher levels of career planning.

2.5 Career Commitment and Job Satisfaction

Career management, career plateau, and career satisfaction all have a major impact on career commitment (Moon, 2010). The positive correlation between career commitment and job satisfaction is evident in the literature (Goulet & Singh, 2002; Huang et al., 2025; Kim et al, 2021; Minocha et al., 2025; Saleem et al., 2013). Career commitment is the dedication and loyalty of an individual towards the career pathway of the chosen profession. It encompasses the readiness and desire to continue the job, efforts to develop personal career goals, and involvement toward the goal (Zhang et al., 2014). The authors also stated that individuals with extremely low career commitment exhibit low job satisfaction due to a lack of a high achievement goal, and therefore, the return from the job is lower, indicating that career commitment is a vital variable for job satisfaction. According to a study by Nazish et al. (2013), work situation, career experiences, job satisfaction, and organizational commitment are factors that affect career commitment and show a positive correlation among all variables. Increasing job satisfaction eventually increases career commitment, as job satisfaction has both direct and indirect positive effects on career commitment (Chen et al., 2011). High levels of career commitment were positively correlated with high levels of academic work satisfaction in higher education, according to an analysis using partial least squares structural equation modeling (PLS-SEM). This shows how important career commitment and workload are in predicting job satisfaction (Janib et al., 2022).

A study of sports referees found that higher levels of satisfaction with their work are associated with greater commitment and, consequently, lower turnover intentions (Choi & Chiu, 2017). The study also highlighted the importance of understanding referees' current commitment and satisfaction as a critical indicator of turnover intention, thereby reinforcing their commitment and satisfaction, which ultimately enhances motivation, inspiration, and retention. Job satisfaction also positively affects commitment when implementing quality assurance policies (Damanik et al., 2023). Adio and Popoola (2010) conducted an investigation to explore the relationship between job satisfaction and career commitment of librarians working in the federal university libraries, found significant relationships and correlation between job satisfaction and career commitment of respondents, and advocated to highlight the

importance of job satisfaction and career commitment in order to provide effective information services so that value added educational services can be delivered to the country. Employee responsibility, work happiness, and commitment should be considered to strengthen employee commitment, fostering job satisfaction, and driving peak performance. (Damayanti & Darmawan, 2025).

2.6 Career Planning, Career Management, Career Development, and Job Satisfaction

An integrated career development program enhances job satisfaction (Adhikari & Thapa, 2025). Career planning activities contribute to increased job satisfaction by helping employees relate their career plans to their career needs. Through career planning, organizations can enhance employees' occupations and the entire work-life process, including attitudes, behaviors, and working conditions (Mohamed et al., 2023). A person needs to organize their career systematically to succeed and to have a positive attitude toward their employment. Job satisfaction is positively associated with career planning and, in turn, increases employee performance (Arif et al., 2021). When workers are happy in their positions, they are more likely to plan and advance their careers, increasing the organization's chances of success and effectiveness (Mohamed et al., 2023). A study conducted by Chavadi et al. (2022) argued that job mismatch and turnover intentions are partially influenced by job satisfaction. The authors also illustrated that a lack of career planning is responsible for job mismatches and therefore concluded that promoting employee career planning will increase job satisfaction.

Investment in career management increases the likelihood of job satisfaction. De Oliveira et al. (2019) observed a positive relationship between organizational career management practices and leadership career support, which in turn positively affects job satisfaction and mitigates turnover intention. According to relevant research, managers' career satisfaction is positively associated with perceived organizational career management, but their intention to leave is negatively associated with it (Guan et al., 2013; Mo et al., 2022; Pervin & Khan, 2022; Singh, 2018). The study conducted by Korankye (2020) considered three factors for measuring organizational career management, such as career planning, career development, and career opportunity, and revealed a positive and significant relationship among these factors and career satisfaction.

Employees and organizations can navigate a competitive business environment through effective career development and job satisfaction strategies, paving the way for a bright future (Martin III, 2022). In organizations, career development aligns individual and organizational needs while enhancing employees' control over their professional circumstances (Yoon et al., 2021). Job satisfaction contributes to improving career development and work environment, eventually increasing employee loyalty (Nafisya et al., 2025). Pearson and Ananthram (2008) observed a strong relationship between career development and job satisfaction and offered basic understandings of the state of perceived career development, its determinants, and the appropriate organizational outcomes, which would be useful knowledge for managers.

Career development initiatives have a positive impact on job satisfaction, professional growth, and productivity, as they can address the needs of individuals at various

career stages and affect employees' job satisfaction, professional growth, and productivity (Chen et al., 2004). According to the findings of the study conducted by Adekola (2011), the existence of career development directly and positively influences the achievement of job satisfaction and career commitment and concluded that the organizational programs, designed to provide continuous direction to the employees for managing their career, would support in shaping their long-term career development goals and, apparently, provoke positive motivation levels which would lead to feeling valued, reduce turnover intention, and increase the level of job satisfaction. A structured career development program increases job satisfaction and consequently improves employee performance (Esa et al., 2025).

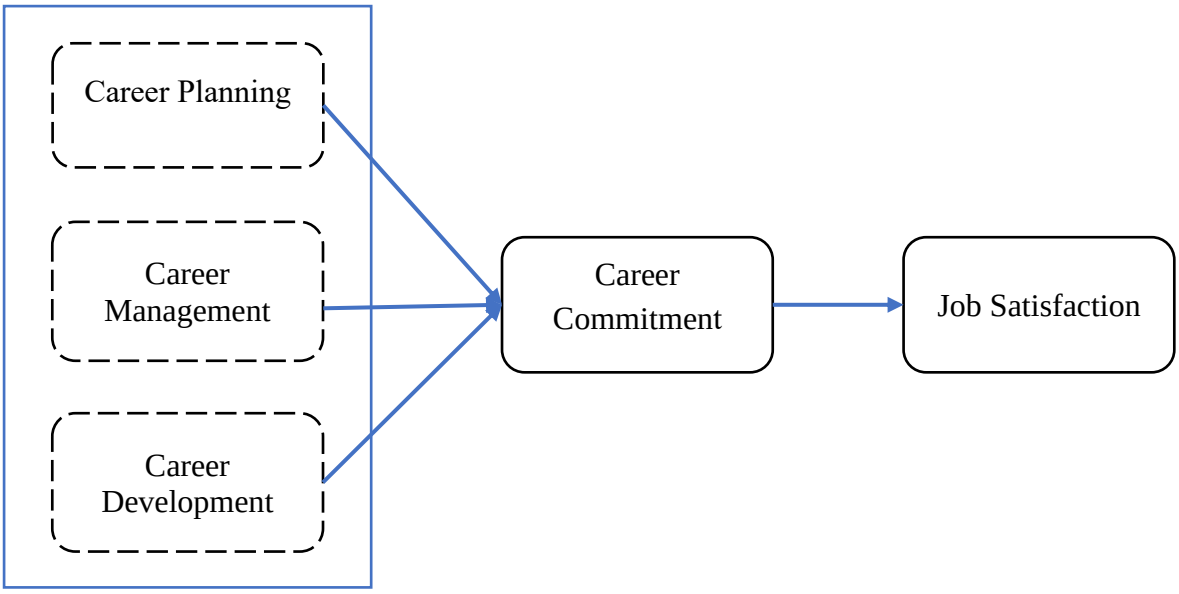
2.7 Conceptual Framework

Various literatures have examined the relationships among career planning, career development, career management, career commitment, and job satisfaction across different dimensions, along with other variables (Adekola, 2011; Ismail et al., 2016).

A study conducted by Adekola (2011) in the context of Nigerian banks analytically explored the influence of career planning and career management on career development and the consequent effect on job satisfaction and career commitment, where career planning and career management were the antecedents of career development, and job satisfaction and career commitment were outcomes of career development. According to the test results, job satisfaction and career commitment are influenced by the presence of career development and, in turn, contribute to its achievement. Another study conducted by Ismail et al. (2016) demonstrated career development as an effective mediating variable while explaining the relationship between career programs and career commitment of the employees working at the City Council in Sabah, Borneo. Saleem et al. (2013) examined the effects of career planning and career management on career development and, in turn, on job satisfaction and career commitment. According to this unified outlook, career development directly influences job satisfaction and career dedication.

Lee and Lee (2018) identified job satisfaction and organizational commitment as significant individual factors that influence job performance through career development, and confirmed that mentoring/coaching is an organizational factor that enhances job performance through career development. Job satisfaction mediates the effect of job tenure and career pattern on career commitment. Job satisfaction acts as a mediator between perceived job security, career satisfaction, and career commitment (Chen et al., 2011). The study conducted by Malahayatie et al. (2023) illustrated the mediation analysis on the relationship between career development and job satisfaction.

Figure 1: *Conceptual Framework & Hypotheses Development*



H1 Career commitment positively influences job satisfaction,

H2 Career development positively influences career commitment
H3 Career management positively influences career commitment
H4 Career planning positively influences career commitment
H5a Career commitment mediates the relationship between career planning and job satisfaction
H5b Career commitment mediates the relationship between career management and job satisfaction
H5c Career commitment mediates the relationship between career development and job satisfaction.

3.0 Methodology

3.1 Research Design Phase

3.1.1 Research Onion

To define the study's aim and objectives, the research design has been developed. Research design acts as the guidelines for examining the process of collecting, analyzing, and interpreting observations (Chava & Cathumias, 2005).

Table 2: *Stepwise Research Design Phase (Saunders et al., 2009)*

Research Orientation	Decision Taken	Justification
Philosophy	Positivism	The positivism paradigm undertakes to accept or reject hypotheses.
Approach	Deductive	Developing hypotheses, collecting data, investigating data, interpreting the results, and drawing a conclusion.

Strategy	Survey	The survey strategy was used for quantitative analysis.
Research Method	Quantitative	A quantitative approach has been used in this study to assess the magnitude of impact on the findings.
Sampling	Non-probability Sampling	Convenient sampling method.
Data Collection	Primary & Secondary	Primary data for fact-finding and secondary data for instrument validation.
Data Analysis	Statistical Software	SmartPLS 4.0 and SPSS.

3.1.2 Questionnaire Development

Questionnaires were developed through literature review, FGD, and expert opinion, and a survey was conducted to collect primary data from the study sample. The items for the constructs of career commitment and job satisfaction are sourced from Zhang et al. (2014), while career planning, career management, and career development are sourced from Adekola, B. (2011). Respondents read the questionnaire and rated their opinion on a Likert scale.

3.1.3 Research Sample and Sampling Techniques

The survey population of this study comprises service holders in Bangladesh's service sector. Nevertheless, since the population is gigantic and more homogeneous, the study selected a demonstrative sample for inclusion. Primary data for the study have been collected from the service sector of Bangladesh, including banks, telecoms, hospitals, travel agencies, real estate, IT, and insurance, with 20% from top management, 50% from mid-level, and 30% from first-line. The service sector is becoming a thriving worldwide sector, which has motivated the decision to study it. The sample size for this study is 120 service holders, and convenient sampling method was used. Reinartz *et al*. (2009) proposed a minimum sample size of 100 when employing PLS-SEM. 200 questionnaires were distributed to mitigate potential hitches arising from a small sample size, and 120 were used in the study, yielding 60% response rate.

3.2 Ethical Issues

The ethical issues addressed at a high level in this study which is pursued and focused with utmost importance. In addition, the confidentiality and discretion of the information were strictly guaranteed, and the objectives and purpose of the study were explained to every respondent before they completed the questionnaires.

3.3 Scale Items Development

The questionnaire has been designed and developed following an extensive literature review and adapted to the Bangladesh context. The extent of exposure to the items of the variables was measured, which is addressed as content validity in the study and relates to the subjective assessment of the validity of the 24 magnitudes across five constructs. A multi-item measurement system was used to increase reliability. Hence,

an extensive literature review and experts' opinions have ensured the study's content validity. To avoid misinterpretation, all states in the questionnaire are clearly defined using unambiguous words, which improved the questionnaire's face validity. Leading phrases, incomprehensible terms, technical language, jargon, and colloquialisms were avoided during the questionnaire design phase and were checked by a language tester before distribution to the final respondents.

4.0 Assessment, Interpretation & Explanation

4.1 Background

After data collection, the results were analyzed and summarized. Partial Least Squares based Structural Equation Modeling PLS-SEM was adopted to analyze data. It has been deployed across many fields, including the behavioral sciences, and has been observed in career-related literature (Huang et al., 2025; Ismail et al., 2016; Wong et al., 2019). When the goal of the study is to predict and explain the variation of important target components by several explanatory constructs, PLS-SEM is especially attractive (Hair et al., 2012). In the end, the interpretation, conclusion, and discussion were contingent on the information obtained through direct research and academic literature.

4.2 Analysis, Results, and Interpretation

Table 3: *Confirmatory Factor Analysis*

Factors	Items	Loadings	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Career Commitment	CC1	0.853	0.929	0.942	0.669
	CC2	0.830			
	CC3	0.818			
	CC4	0.835			
	CC5	0.818			
	CC6	0.807			
	CC7	0.863			
	CC8	0.713			
Career Development	CD1	0.812	0.853	0.895	0.630
	CD2	0.794			
	CD3	0.784			
	CD4	0.813			
	CD5	0.763			
Career Management	CM1	0.778	0.863	0.901	0.646
	CM2	0.779			
	CM3	0.822			
	CM4	0.806			
	CM5	0.831			
	CP1	0.742	0.909	0.924	0.550

Career Planning	CP2	0.778			
	CP3	0.780			
	CP4	0.769			
	CP5	0.731			
	CP6	0.735			
	CP8	0.710			
	CP9	0.714			
	CP10	0.720			
	CP11	0.732			
Job Satisfaction	JS1	0.772	0.876	0.904	0.573
	JS2	0.705			
	JS3	0.787			
	JS4	0.745			
	JS5	0.748			
	JS6	0.750			
	JS7	0.788			

Table 3 summarizes the results of Confirmatory Factor Analysis (CFA). The outcome indicated that the factor loadings of all the latent variables in this study exceeded the minimum threshold of 0.708 recommended by several studies that are theoretically and practically grounded (Hair et al., 2019; Sarstedt & Cheah, 2019; Wong, 2013). The minimum factor loading was on the eighth item from CP, with a loading of 0.710, and the highest was 0.863 by the seventh item of CC. Thus, the result produced precise and consistent research findings.

The Cronbach's alpha of the variables lies between 0.863 and 0.929, and the AVE between 0.550 and 0.669. The composite reliability of the study was also analyzed, where the score lies between 0.895 and 0.942, indicating a good reliability (Sarstedt & Cheah, 2019).

Table 4: *Test of Reliability and Validity*
Heterotrait-Monotrait Ratio of Correlations (HTMT) Analysis

	CC	CD	CM	CP	JS
CC					
CD	0.608				
CM	0.537	0.59			
CP	0.563	0.736	0.616		
JS	0.861	0.711	0.702	0.649	

The study cross-validated discriminant validity using the Heterotrait-Monotrait Ratio of Correlations (HTMT), which is well known for providing more reliable information for testing discriminant validity. The result shows that the study passed the HTMT test, with a lower score than the threshold of 0.800 recommended by several authors (Aburumman et al., 2022; Hair et al., 2019). The recommended

Fornell-Larcker criterion states that the square root of the AVEs (diagonal values) should be greater than the correlations among the latent constructs (Hair et al., 2019).

Table 5: *Discriminant Validity (Fornell-Larcker Criterion)*

	CC	CD	CM	CP	JS
CC	0.818				
CD	0.554	0.793			
CM	0.493	0.51	0.803		
CP	0.533	0.649	0.559	0.73	
JS	0.79	0.623	0.607	0.591	0.757

Table 6: *R^2 Value*

R-square	0.379
R-square adjusted	0.622

The R-square value is 0.379, indicating that approximately 37.9% of the variance in career commitment and job satisfaction is explained by the model's career planning, career management, and career development.

4.3 Model Specification

Path diagrams are used to depict observed hypotheses and variable correlations. The inner and exterior constructions are presented in the model specification. A reflective indicator was created in SmartPLS to show how the indicator variables relate to the constructs, and the relationships between the indicator variables and their associated constructs are assessed.

Table 7: *Test of Hypotheses*

Hypotheses	Paths	Original sample	Standard deviation	t statistics	p values
H1	CC -> JS	0.790	0.037	21.507	0.000
H2	CD -> CC	0.300	0.108	2.777	0.003
H3	CM -> CC	0.217	0.085	2.563	0.005
H4	CP -> CC	0.222	0.119	1.859	0.032
H5a	CD -> CC -> JS	0.237	0.088	2.697	0.004
H5b	CM -> CC -> JS	0.171	0.069	2.477	0.007
H5c	CP -> CC -> JS	0.175	0.095	1.846	0.032

Based on the survey results, all dimensions were found to have a direct positive influence on career commitment and job satisfaction. Regarding the indirect effect, the study's analysis indicates that career commitment strengthens the linkages among career planning, career management, career development, and job satisfaction.

5.0 Discussion, Limitation, Future Direction, Implication, and Conclusion

5.1 Discussion

The study's statistical results showed a positive relationship among the measured variables. According to the study, career planning, career management, and career development positively and directly influence career commitment, and career commitment, in turn, positively and directly influences job satisfaction in the service sector of Bangladesh. Consequently, the results confirmed that career commitment positively mediates the relationships among career planning, career management, career development, and job satisfaction. The study produced similar results regarding the positive relationship between career planning, career management, career development, career commitment, and job satisfaction (Adekola, 2011; Adio & Popoola, 2010; Alnıaçık et al., 2012; Baidoun , 2018; Chen, et al., 2011; Coogle et al., 2011; De Oliveira et al., 2019; Esa et al., 2025; Korankye, 2020; Lee & Lee, 2018; Mohamed et al., 2023; Nurjanah & Eko, 2025; Zhang et al., 2014). The mediating effect of this study also yields results similar to those of Malahayatie et al. (2023).

Career planning navigates individuals in setting goals, identifying required skills and designing a skill matrix, developing a growth map, and collecting career-related information, which ultimately boosts self-efficacy and eventually leads to building motivation, self-esteem, and resilience. Consequently, this process enhances individuals' engagement and reinforcement of their overall career commitment through perceptible advancement. Effective career management fosters networking, skill development, strong mentorship, constructive feedback, a deeper connection to job responsibilities, and long-term career goal development, which positively contribute to career commitment. Career development opens the door to opportunities for skill enrichment, promotions, career growth, and advancement, which ultimately lead to greater career commitment. According to the study results, individuals who are extremely engaged in their careers and design effective career planning, career management, and career development are highly committed to their careers and jobs. As a result, this unwavering commitment amplifies the benefits of career growth, management, and planning, which foster job satisfaction. Higher levels of job satisfaction are evident among employees who actively set career goals and develop strategies and career plans for their professional development. According to this, those who actively plan their careers get more involved and monitor activities to meet standards, which increases job satisfaction. Career-related activities, career planning, career management, and career development play a crucial role in inducing job satisfaction, and career commitment is a key mechanism in reinforcing this relationship. The study concluded that the HRD managers, human resource management managers, HR leaders, talent management managers and line managers in the service sector should invest and provide all sort of support, logistic, consultative and moral, to design and develop the policies, programs as well as strategies for improving career planning, career management, career development, career commitment through understanding and apprehending individual and organizational factors and lead to increase job performance and consequently job satisfaction. The results and discussion of this study would serve as effective guidelines in this regard.

5.2 Study Limitation & Future Direction

Despite a fair share of limitations and constraints, the study was carried out with all possible thoroughness. Like any empirical research, this study also has methodological strengths and limitations. Given that the respondents are from the top, mid, and executive levels, their viewpoints on career and job satisfaction may vary, making it difficult to yield a clear picture. On the contrary, continued growth and evolution of employment, along with changing market requirements, government regulations, and other external factors, can influence career perspectives and job satisfaction, and, in this regard, longitudinal studies seem particularly appropriate. The limited number of keywords used to search these sources might be considered a limitation. The deficiency of preceding research in this capacity, in the context of Bangladesh, is considered a limitation.

Ample evidence from previous studies confirmed the relationships among career planning, career management, career development, job satisfaction, and career commitment across different dimensions. In this study, the relationship among these variables was also examined to understand both direct and indirect effects. However, an extended investigation is required to clarify the issue comprehensively, incorporating relationships with other sectors such as manufacturing organizations, government administration, nonprofit organizations, and educational institutions, to test for any variations and to make meaningful findings for decision-making. Other factors, such as organizational culture, TQM, knowledge management, HRD, self-motivation, and self-efficacy in testing, can be considered in designing effective career programs and policies.

5.3 Implications

A number of significant theoretical and practical contributions can be reported by examining the direct and indirect connections among career planning, career management, career development, career commitment, and job satisfaction. The study focused on how career planning, career management, and career development foster career commitment through examining the mediating role, which in turn improves job satisfaction, whereas most of the studies using mediators such as resilience, self-efficacy, employability, or work engagement (Bhawna et al., 2023; Jung & Takeuchi, 2018; Zhu et al., 2020). Career self-determination, career creation, and social cognitive career theories can be advanced by identifying career commitment as a key motivational process that transforms professional properties into attitudes. The study also integrated individual (career planning) and organizational (career management and development) career aspects into a single framework and linked them to career commitment, promoting a balanced, interdependent perspective on employee career outcomes.

Reframing job satisfaction in the career domain as a downstream consequence of career commitment rather than an isolated organizational factor (Modding et al., 2023), contributes toward a broader career-embedded model.

In addition, in the context of Bangladesh, the study's findings provide broader evidence that career planning, career management, and career development enhance job satisfaction by increasing career commitment. Well-designed, application-based career practices also deepen employees' psychological engagement, which in turn enhances career commitment and leads to higher job satisfaction.

5.4 Conclusion

Talented and motivated workers are essential for businesses to retain their status. The goal of the human resources department is to implement procedures that improve workers' lives. Through career development programs, HR managers, managers, and their stakeholders can collaborate to plan, organize, formalize, lead, and oversee career programs that aim to improve not only employees' jobs but also their entire work lives, including their attitudes, behaviors, and stages of development. By creating a strong career development program and communicating the value of the system that the organization has created for managers and professional staff, employee satisfaction can be raised. A well-designed career map aligned with professional and organizational goals and strategies demonstrates effective career planning, career management, and career development, which would lead to higher job satisfaction and foster strong career commitment. The study illustrated a positive association among career planning, career management, career development, and career commitment, which, in turn, positively impacts job satisfaction. Furthermore, career commitment mediates the effects of career planning, career management, and career development on job satisfaction, as indicated by mediation analyses. When taken as a whole, these results point to a coherent process for focusing on strategy formulation to align career planning, career management, and career development, thereby boosting employee career commitment, which in turn leads to higher performance and increased job satisfaction.

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