



Nepalese
Journal of Management

Nexus between Performance Appraisal Practices and Career Development of Employees in Nepalese Commercial Banks

Bandana Pant*

Abstract

This study examines the nexus between performance appraisal practices and career development of employees in Nepalese commercial banks. Career development is the dependent variable. The selected independent variables are comprehensive feedback system, training and development programs, mentoring and coaching programs, reward and promotion system, and career and succession planning. The primary source of data is used to assess the opinions of respondents regarding comprehensive feedback system, training and development programs, mentoring and coaching programs, reward and promotion system, career and succession planning, and career development. The study is based on primary data of 103 respondents. To achieve the purpose of the study, a structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and importance of performance appraisal practices on career development of employees in Nepalese commercial banks.

The study showed a positive impact of a comprehensive feedback system on career development. It indicates that an effective comprehensive feedback system leads to increase in career development. Similarly, the study showed a positive impact of training and development programs on career development. It indicates that training and development programs lead to the increase in career development. Likewise, the study also revealed a positive impact of mentoring and coaching programs on career development. It indicates that mentoring and coaching programs lead to an increase in career development. Further, the study observed a positive impact of a reward and promotion system on career development. It indicates that an effective reward and promotion system leads to an increase in career development. In addition, the study observed a positive impact of career and succession planning on career development. It indicates that effective career and succession planning leads to an increase in career development.

Keywords: training and development, comprehensive feedback, mentoring and coaching, career and succession, reward and promotion, career development

1. Introduction

The nexus between performance appraisal practices and career development of employees refers to the relationship between systematic employee evaluations and professional advancement. In Nepal's banking sector, career development has become essential as it offers opportunities for skill enhancement and professional advancement. Gichuhi *et al.* (2012) argued that performance appraisal mechanism is one of the basic tools that make workers to be very effective and active at work. Similarly, performance appraisal (PA) is a central human resource activity in organizations because of its critical importance in enhancing both employee and organizational performance. Furthermore, career as the fulfilling aim of performance appraisal practices, encompasses various life roles, recreational activities, learning, and work (Atwater *et al.*, 2004). Today, employees are more career-oriented about

* Ms. Pant is a Freelance Researcher, Kathmandu, Nepal.

their career than ever before. Handoko (2000) revealed that career development is personal improvements done to achieve a career plan. It is the act of managing life, learning, and work over the life span (Patton & McMahon, 2001). Feedback ideally helps individuals to adopt a development-oriented state of mind, leading them to learn about themselves, their behavior, and ultimately enhance their performance (London & Smither, 2002). According to Saedon *et al.* (2012), feedback could be defined as specific information concerning the comparison between one's observed performance and a standard. The organization's ability to measure employee performance is the basis for calibrating the effectiveness of other measurement capabilities (Shang, 2004). The 360-degree performance appraisal arrangement is considered as a systematic process by which the overall performance of a firm could be enhanced (Kaur, 2013).

The 360-degree performance appraisal is the methodical gathering and feedback of performance data on an employee or group of employees, gotten from stakeholders on their performance, which in turn assist the firm to identify performance gaps so as to build the required competencies among individuals and groups (Mukhopadhyay, 2016). Feedback is a subset of the available information in the work environment that indicates how well an individual is meeting his or her goals. It conveys which behaviors are desired by the organization and includes an evaluation of the quality of relevant work behaviors (Steelman *et al.*, 2004). Suparyadi (2009) argued that training is a systematic way since employee with good contribution should get more education for deep understanding of new method and working procedure, or it can be also said if training is a way of learning to let employee has knowledge, skill, more new knowledge, increase productivity, increase effectiveness and efficiency, increase eligibility with new powerful motivation to increase performance maximally. Similarly, Berge *et al.* (2002) also revealed that training and development as critical means to learning in the organizations which enhance knowledge, skill and attitude of the employees to become effective performers required to gain competitive edge. According to Kulkarni (2013), training is the nerve that suffices the need for fluent and smooth functioning of work which helps in enhancing the quality of work life of employees. Training and development help businesses to adapt to new technology by increased efficiency of employees (Kennedy *et al.*, 2009). Hence, Ameeq (2013) argued that performance of employees that training is a very important part of the industry and without training employees cannot achieve the task in a good and efficient manner.

To increase an individual performance, the rewards system plays a pivotal role. The Management expects from its employees that they should comply with the rules and bring revolutionary change and betterment in order to add new skills to their job. On the other hand, employees expect from their organization that their organization provide fair salary, better and safe working environment (Pratheepkanth, 2011). Organizations should develop a specific reward system in terms of planning and administration of reward policies. Reward system is the most important ingredient for managing innovation in a company (Nacinovic *et al.*, 2009). Likewise, Ochenge and Susan (2014) stated that varieties of rewards as mentoring, career development, good working environment, appreciation values for enhanced productivity and performance. Similarly, Andrew and Kent (2007) reported that employees possess a high level of consciousness towards a reward system for their job satisfaction and work motivation. An effective reward system with adequate performance recognition creates employee job satisfaction and enhances the favorable working conditions which serve as key

motivators (Danish and Usman, 2010). Libri (2004) defined coaching as a primarily career development for a short-term intervention aimed at performance improvement or developing a particular competence.

An organizational development perspective focus on coaching as career development practice as a tool for individuals and organizations for managing their careers within and between organizations, whereas in a personal development approach career development practice involves the individual's design of a career path, decision-making style, integration of life roles, values expression, and life-role self-concepts (Dilts and Delozier, 2000). Kakui (2016) explained that training and superiors involvement in career monitoring provided by a company as part of career development activities will influence employee performance because career monitoring will help employees cope with the problems found in their work, while training will increase their motivation, capability, and competence in carrying out their work. The Japanese view of mentoring is characterized by informality and the organic growth of relationships, and is based on emotional bonds between senior and junior people within an organization (Hale, 2006). Webb *et al.* (2017) stated that succession planning improves the professional development of employees, which in turn enhances their performance. The succession planning significantly minimizes turnover intentions (Ali and Mehreen, 2018). Ali *et al.* (2014) argued that employee performance can be enhanced by succession management practices such as training and development. Similarly, Rothwell (2010) argued that succession planning builds talented leaders by enhancing individual as well as organizational performance. Likewise, Sweeney (2013) added that succession planning also boosts employees' confidence when key leaders change.

In the context of Nepal, Amponstira *et al.* (2018) argued that performance appraisal is an important tool for organizations to use in managing employee performance. Similarly, Adhikari (2019) argued that employee empowerment, job loyalty, turnover intention and workplace environment plays the major role in determining the job satisfaction towards employee performance in Nepalese commercial banks. This means that better the employee empowerment, job loyalty, higher would be the job satisfaction and employee performance. Likewise, Pandey (2008) concluded that there is a significant positive relationship of personal benefits, career benefits and job-related benefits of training and development with employee commitment. However, Gautam (2011) found that a low degree of commitment and compliance have a negative impact on employee performance in Nepalese commercial banks. Likewise, Chapagai (2011) found that employee participation is an important dimension for improving organizational performance and enhancing job satisfaction. Similarly, Subedi (2013) revealed that quality of training and workplace support is positively related to employee effectiveness. According to Nepal (2016), training and development, working conditions, and performance appraisal are the major factors affecting job satisfaction in Nepalese commercial banks.

The above discussion shows that empirical evidences vary greatly across the studies on the nexus between performance appraisal practices and career development of employees in commercial banks. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the nexus between performance appraisal practices and career development of employees in Nepalese commercial banks.

Specifically, it examines the relationship of comprehensive feedback system, training and development programs, mentoring and coaching programs, reward and promotion system, and career and succession planning with career development of employees in Nepalese commercial banks.

The remainder of this study is organized as follows. Section two describes the sample, data and methodology. Section three presents the empirical results and the final sections draws the conclusion.

2. Methodological aspects

The study is based on the primary data which were collected from 103 respondents through questionnaires. The study employed a convenience sampling method. The respondents' views were collected on comprehensive feedback system, training and development programs, mentoring and coaching programs, reward and promotion system, career and succession planning, and career development. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that career development depends upon performance appraisal practices. The selected dependent variable is career development. Similarly, the selected independent variables are comprehensive feedback system, training and development programs, reward and promotion system, monitoring and coaching programs, and career and succession planning. Therefore, the model takes the following form:

Career development = f (comprehensive feedback system, training and development programs, reward and promotion system, mentoring and coaching programs, career and succession planning).

More specifically,

$$CD = \beta_0 + \beta_1 CFS + \beta_2 TADP + \beta_3 RAPS + \beta_4 MACP + \beta_5 CASP + e$$

Where,

CD = Career development

CFS = Comprehensive feedback system

TADP = Training and development programs

RAPS = Reward and promotion system

MACP = Mentoring and coaching programs

CASP = Career and Succession Planning

Career development was measured using a 5-point Likert scale where the employees were asked to indicate the responses using 1 for strongly agree and 5 for strongly disagree. There are 5 items and sample items include "I receive constructive feedback on my performance to aid in my career growth", "I am satisfied with the opportunities for career development offered by the organization" and so on. The reliability of the items was measured

by computing Cronbach's alpha ($\alpha = 0.825$).

Comprehensive feedback system was measured using a 5-point Likert scale where the students were asked to indicate the responses using 1 for strongly agree and 5 for strongly disagree. There are 5 items and sample items include "The feedback I receive helps me understand my strengths and areas for improvement", "I am satisfied with the effectiveness of the feedback system in place" and so on. The reliability of the items was measured by computing Cronbach's alpha ($\alpha = 0.743$).

Training and development programs were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly agree and 5 for strongly disagree. There are 5 items and sample items include "I have access to training and development programs that enhance my skills and knowledge", "Participating in training programs has positively impacted my job performance" and so on. The reliability of the items was measured by computing Cronbach's alpha ($\alpha = 0.811$).

Reward and promotion system was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly agree and 5 for strongly disagree. There are 5 items and sample items include "The reward and recognition system in place motivates me to perform at my best", "The reward and promotion system encourages healthy competition among employees" and so on. The reliability of the items was measured by computing Cronbach's alpha ($\alpha = 0.820$).

Mentoring and coaching programs were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly agree and 5 for strongly disagree. There are 5 items and sample items include "The coaching I receive helps me address any performance issues effectively", "The coaching sessions I attend contribute to my overall growth and improvement" and so on. The reliability of the items was measured by computing Cronbach's alpha ($\alpha = 0.847$).

Career and succession planning was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly agree and 5 for strongly disagree. There are 5 items and sample items include "I feel confident in the organization's succession planning process", "I believe that my career aspirations align with the opportunities available within the organization" and so on. The reliability of the items was measured by computing Cronbach's alpha ($\alpha = 0.827$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Comprehensive feedback system

A comprehensive feedback system collects and delivers detailed, multi-source feedback to enhance employee performance. Alder (2007) found that giving participants control over feedback enhanced their desire to improve. Additionally, constructiveness and feedback source interacted to affect interpersonal fairness. Interpersonal fairness, in turn, directly influenced participants' level of attention which moderated the relationship between their desire to improve and their actual task performance. Likewise, Su *et al.* (2019) showed that supervisor developmental feedback was positively correlated to employees' feedback-seeking and performance. Moreover, Gallo (2022) discovered a positive relationship

between a favorable feedback environment and employee performance has been established. In addition, Black *et al.* (2019) found that employees perform better on a production task when they receive relative performance feedback as opposed to individual performance feedback about the task. Furthermore, Sommer & Kulkarni (2012) found that employees whose supervisors used constructive feedback felt more respected by their supervisors and perceived greater opportunities for advancement within the organization. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between the feedback system and career development.

Training and development programs

Training and development programs enhance employees' skills and knowledge for better job performance and career growth. Elnaga & Imran (2013) found that those employees who receive periodical effective training sessions are more able to perform well on the job by increasing the quality of work, hence achieving organizational goals and gaining competitive advantage. Similarly, Mozael (2015) stated that as long as training becomes a major method or way to improve organizational performance, training activities contribute to enhancing employee capabilities, skills, knowledge and attitude because trained employees perform their tasks efficiently rather than untrained employees. Likewise, Prasetyo *et al.* (2021) discovered that employee job training has positive effects on employee career development. In addition, Halawi & Haydar (2018) found that through training and development programs employees were able to develop inner satisfaction, received positive evaluation feedback, understood how to achieve a quality output, and developed a career beyond classwork. Moreover, Wong (2016) showed that performance is increased with skills improving by T&D programs and also satisfaction level is high among employees if they are given proper training. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between training & development programs and career development.

Reward and promotion system

A rewards and promotion system evaluates and compensates employees to encourage their performance and provide career advancement. Francis *et al.* (2020) observed that there is a positive relationship between rewards and employee's performance, productivity and retention in an organization. Likewise, Martono (2018) discovered that remuneration reward and job satisfaction have a positive influence on performance. Similarly, Winda *et al.* (2017) also showed that compensation and career development has a significant effect towards job satisfaction, compensation and career development has a significant effect towards employee performance. Further, Salah (2016) discovered that there is a significant positive relationship between rewards (Extrinsic, intrinsic, social and rewards mix) and employees' performance. In addition, Edirisooriya (2014) revealed that there is a positive relationship between extrinsic reward, intrinsic reward and employee performance. Moreover, Wailerdsak & Suehiro (2004) found that well-planned recruitment, competitive promotion, and wide-ranging training and development programmes, including job rotation and sending managers to study abroad, are all essential career development strategies. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between reward & promotion system and career development.

Mentoring and coaching programs

Monitoring and coaching programs track performance and provide guidance to help employees improve and develop their skills. Bweng (2015) found out that the employee performance at the bank as measured through the quarterly performance reviews has improved since coaching was commenced. Similarly, Wahome & Ogolla (2021) found that performance coaching had a positive and significant effect on employee performance of Tetra Pak Limited, Kenya. The study also discovered that increase in performance coaching is likely to increase employee performance of Tetra Pak Limited, through increased output and innovation as well as reduced error rates. Likewise, Ratemo *et al.* (2021) found that job promotion practices have a significant effect on employee performance in Kenya Forestry Research Institute. Moreover, Cherono *et al.* (2016) found that there is a significant relationship between leadership mentorship, innovative mentorship, knowledge transfer mentorship, talent development mentorship and the performance of the employees. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between monitoring & coaching and career development.

Career and succession planning

Career and succession planning involves identifying and developing employees to fill key roles and advance in their careers. Abdullahi *et al.* (2022) revealed that Succession Planning Practice has a significant effect on employee performance, and the relationship between succession planning practice and employee performance is partially mediated by employee engagement. Similarly, Odengo & Bett (2016) found that there is a significant positive relationship between Succession Planning and employee performance. In addition, Pila *et al.* (2016) discovered that the most important implications for managers resulting from this study are that management development by way of succession planning contributes to employee satisfaction and improves the overall outcomes of the organization. Furthermore, Chetana & Mohapatra (2017) stated that antecedent, namely, career planning has a positive and significant influence on career development. Moreover, Triandani & Anggriani (2015) revealed that career planning positively and significantly affects career development. Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between career & succession planning and career development.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between a dependent variable and independent variables. The correlation coefficients are based on 103 observations. The dependent variable is CD (Career development). The independent variables are CFS (Comprehensive feedback system), TADP (Training and development Programs), MACP (Mentoring and coaching programs), RAPS (Reward and promotion system), and CASP (Career and succession planning).

Variables	Mean	S.D.	CD	CFS	TADP	MACP	RAPS	CASP
CD	3.442	0.656	1					
CFS	3.530	0.714	0.542**	1				
TADP	3.440	0.800	0.663**	0.346**	1			
MACP	3.469	0.775	0.724**	0.445**	0.486**	1		
RAPS	3.396	0.897	0.737**	0.477**	0.583**	0.614**	1.000	
CASP	3.376	0.824	0.710**	0.333**	0.448**	0.631**	0.518**	1

Notes: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows that a comprehensive feedback system is positively correlated to the career development of employees, indicating that an effective comprehensive feedback system leads to increase in career development of employees in commercial banks. Likewise, training and development programs are positively correlated to career development of employees. This implies that training and development programs lead to the increase in career development of employees in commercial banks. Similarly, mentoring and coaching programs are positively correlated to career development of employees. It indicates that mentoring and coaching programs lead to an increase in career development of employees in commercial banks. Further, the reward and promotion system is also positively related to the career development of employees, indicating that an effective reward and promotion system leads to an increase in career development of employees in commercial banks. Likewise, career and succession planning is positively correlated to career development of employees. It implies that effective career and succession planning leads to an increase in career development of employees in commercial banks.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of comprehensive feedback system, training and development programs, mentoring and coaching programs, reward and promotion system, and career and succession planning on career development.

Table 2

Estimated regression results of comprehensive feedback system, training and development programs, mentoring and coaching programs, reward and promotion system, and career and succession planning on career development

The results are based on 103 observations using a linear regression model. The model is $CD = \beta_0 + \beta_1 CFS + \beta_2 TADP + \beta_3 RAPS + \beta_4 MACP + \beta_5 CASP + e$ where the dependent variable is BP (Business performance). The independent variables are CFS (Comprehensive feedback system), TADP (Training and development programs), MACP (Mentoring and coaching programs), RAPS (Reward and promotion system), and CASP (Career and succession planning).

Model	Intercept	Regression coefficients of					Adj. R _{bar} ²	SEE	F-value
		CFS	TADP	MACP	RAPS	CASP			
1	1.119 (4.874)**	0.658 (10.317)**					0.508	0.460	106.447
2	1.086 (6.002)**		0.728 (16.922)**				0.737	0.336	286.361
3	0.918 (6.002)**			0.628 (16.922)**			0.735	0.336	285.361
4	1.269 (10.248)**				0.640 (18.160)**		0.763	0.319	329.799
5	1.327 (8.822)**					0.733 (3.957)**	0.616	0.406	164.827
6	0.372 (2.403)*	0.382 (37.864)**	0.521 (12.683)**				0.810	0.286	217.897
7	0.018 (0.191)	0.268 (9.792)**	0.317 (11.396)**	0.400 (514.159)**			0.936	0.165	501.848
8	0.110 (1.699)	0.205 (19.949)**	0.228 (10.448)**	0.320 (14.714)**	0.640 (18.160)**		0.968	0.117	476.204
9	0.110 (1.699)	0.064 (0.721)	0.010 (0.117)	0.157 (1.766)	0.224 (2.207)*	0.733 (3.957)**	0.627	0.367	40.982

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Career development is a dependent variable.

Table 2 shows that the beta coefficients for a comprehensive feedback system are positive with career development of employees in commercial banks. It implies that a comprehensive Feedback system has a positive impact on the career development of employees in commercial banks. This finding is consistent with the findings of Alder (2007). Likewise, the beta coefficients for training and development programs are positive with career development of employees in commercial banks. It indicates that training and development programs have a positive impact on employees of commercial banks. This finding is consistent with the findings of Elnaga & Imran (2013). In addition, the beta coefficients for mentoring and coaching programs are positive with the career development of employees in commercial banks. It indicates that mentoring and coaching programs have a positive impact on the career development of employees of commercial banks. This result is consistent with the findings of Bweng (2015). Further, the beta coefficients for a reward and promotion system are positive with career development of employees in commercial banks. It indicates that the reward and promotion system has a positive impact on career development of employees in commercial banks. This finding is consistent with the findings of Martono (2018). In addition, the beta coefficients for career and succession planning are positive with career development of employees of commercial banks. It indicates that career and succession planning has a positive impact on career development of employees of commercial banks. This finding is similar to the findings of Abdullahi *et al.* (2022).

4. Summary and conclusion

The nexus between performance appraisal practices and career development of employees refers to the relationship between systematic employee evaluations and professional advancement. In Nepal's banking sector, career development has become essential as it offers opportunities for skill enhancement and professional advancement. Performance appraisal mechanism is one of the basic tools that make workers to be very effective and active at work. Similarly, performance appraisal (PA) is a central human resource activity in organizations

because of its critical importance in enhancing both employee and organizational performance. Performance appraisal (PA) is a major contributor to organizational performance and effectiveness. Career development is personal improvements done to achieve a career plan. It is the act of managing life, learning, and work over the life span.

This study attempts to examine the nexus between performance appraisal practices and career development of employees in Nepalese commercial banks. The study is based on primary data of 103 respondents.

The major conclusion of the study is that a comprehensive feedback system, training and development programs, reward and promotion system, mentoring and coaching programs, and career and succession planning have a positive impact on career development of employees in Nepalese commercial banks. The study also concludes that career and succession planning is the most significant performance appraisal practice followed by reward and promotion system and training and development programs that determine the change in career progression of employees in Nepalese commercial banks.

References

- Abdullahi, M. S., K. Raman, & S. A. Solarin, 2022. Mediating role of employee engagement on the relationship between succession planning practice and employee performance in academic institutions: PLS-SEM approach. *Journal of Applied Research in Higher Education* 14(2), 808-828.
- Adhikari, P. R., 2019. Determinants of job satisfaction and its impact on employee performance in Nepalese commercial banks. *The Journal of Economic Concerns* 10(1), 74-81.
- Alder, G. S., 2007. Examining the relationship between feedback and performance in a monitored environment: A clarification and extension of feedback intervention theory. *The Journal of High Technology Management Research* 17(2), 157-174.
- Ali Z., and A. Mehreen, 2018. Understanding succession planning as a combating strategy for turnover intentions. *Journal of Advances in Management Research* 16(2), 216-233
- Ali Z., B. Mehmood, S. Ejaz, and S. F. Ashraf, 2014. Impact of succession planning on employee's performance in commercial banks of Pakistan. *European Journal of Social Sciences* 4(1), 213-220.
- Ameeq, U., & F. Hanif, 2013. Impact of training and development programs on employee performance. *International Journal of Scientific and Research Publications* 5(3), 42-48.
- Amponstira, D., S. Sharma, & S. Shrestha, 2018. Performance appraisal practices and their impacts on employee performance: A Study of banking and financial institutions in Nepal. *International Journal of Research* 5(16), 1562-1572.
- Andrew, D. P., and A. Kent, 2007. The impact of perceived leadership behaviors on satisfaction, commitment, and motivation. *International Journal of Coaching Science* 1(1), 37-58.
- Atwater, L. E., J. F. Brett, D. Waldman, L. DiMare, & M. V. Hayden, 2004. Men's and women's perceptions of the gender typing of management sub roles. *Sex Roles* 50(1), 191-199.
- Berge, Z., M. D. Verneil, N. Berge, L. Davis, and D. Smith, 2002. The increasing scope of training and development competency. *An International Journal of Benchmarking* 9(3), 68-79.
- Black, P. W., A. H. Newman, B. R. Stikeleather, & N. J. Waddoups, 2019. Performance feedback type and employees' subsequent willingness to help other employees. *Journal of Management*

Accounting Research 31(3), 25-39.

- Chapagain, R., 2011. Impact of employees' participation on job satisfaction of Nepalese commercial banks. *PYC Nepal Journal of Management* 4(1), 1-13.
- Cherono, V., D. K. Towett, & D. Njeje, 2016. Influence of mentorship practices on employee performance in small manufacturing firms in Garissa County, Kenya. *European Journal of Business and Management* 8(8), 151-160.
- Chetana, N., & A. D. Mohapatra, 2017. Career planning and career management as antecedents of career development: A study. *Asian Journal of Management* 8(3), 614-618.
- Danish, R. Q., & A. Usman, 2010. Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International Journal of Business and Management* 5(2), 159-166.
- Elnaga, A., & A. Imran, 2013. The effect of training on employee performance. *European journal of Business and Management* 5(4), 137-147.
- Francis, F., C. T. O. Zirra, & C. J. Mambula, 2020. Reward system as a strategy to enhance employees' performance in an organization. *Archives of Business Review* 8(6), 156-164.
- Gallo, J., A. Walton, N. Shah, S. Halstead, & C. Bryant, 2022. Investigating the interaction between the Feedback Orientation & the Feedback Environment on Employee Performance. *Journal of Management & Engineering Integration* 15(1), 57-69.
- Gautam, D. K., 2011. Changing perspectives of managing human resources in Nepal. *Proceedings of Nepalese Academy of Management* 1(1), 65-78.
- Halawi, A., & N. Haydar, 2018. Effects of training on employee performance: A case study of Bonjus and Khatib & Alami Companies. *International Humanities Studies* 5(2), 12-24.
- Kakui, I., & H. Gachunga, 2016. Effects of career development on employee performance in the public sector: A case of national cereals and produce board. *Strategic Journal of Business & Change Management* 3(3), 307-324.
- Kaur, S., 2013. 360-degree performance appraisal: Benefits and shortcomings. *International Journal of Emerging Research in Management and Technology* 2(6), 83-88.
- Kulkarni, P. P., 2013. A literature review on training and development and quality of work life. *Journal of Arts, Science and Commerce* 4(2), 136-143.
- Libri, V., 2004. Beyond GROW: In search of acronyms and coaching models. *The International Journal of Mentoring and Coaching* 2(1), 1-8.
- London, M., & J. W. Smither, 2002. Feedback orientation, feedback culture, and the longitudinal performance management process. *Human Resource Management Review* 12(1), 81-100.
- Martono, S., M. Khoiruddin, & N. A. Wulansari, 2018. Remuneration reward management system as a driven factor of employee performance. *International Journal of Business & Society* 19(4), 535-545.
- Mozael, B. M., 2015. Impact of training and development programs on employee performance. *International Journal of Scientific and Research Publications* 5(11), 37-42.
- Nacinovic, I., L. Galetic, & N. Cavlek, 2009. Corporate culture and innovation: Implications for reward systems. *International Journal of Economics and Management Engineering* 5(3), 397-402.
- Nepal, P., 2016. Relationship between job satisfaction and performance of Nepalese commercial banks. *Nepalese Journal of Management* 3(3), 41-50.

- Ochenge, N., & W. Susan, 2014. Role of reward systems in employee motivation. *International Journal of Social Sciences Management and Entrepreneurship* 1(2), 203-220.
- Odengo, R. A., & M. S. Bett, 2016. Influence of succession planning practices on performance of Kenya Power Limited Company. *International Journal of Business Strategies* 1(1), 127-143.
- Pila, M. M., C. Schultz, & L. A. Dachapalli, 2016. Factors related to succession planning in a government department in Gauteng. *Problems and Perspectives in Management* 14(4), 145-153.
- Prasetyo, I., N. Aliyyah, R. Rusdiyanto, H. Tjaraka, N. Kalbuana, & A. S. Alam, 2021. Vocational training has an influence on employee career development: A case study Indonesia. *Academy of Strategic Management Journal* 20(2), 1-14.
- Pratheepkanth, P., 2011. Reward System and its impact on employee motivation in commercial bank of Sri Lanka Plc, In Jaffna District. *Global Journals Inc* 11(4), 85-92
- Ratemo, V., H. Bula, & M. Felistus, 2021. Job promotion and employee performance in Kenya forestry research institute headquarter in Muguga, Kiambu County. *European Journal of Human Resource Management Studies* 5(1), 166-180.
- Salah, M., 2016. The influence of rewards on employees' performance. *British Journal of Economics, Management & Trade* 13(4), 1-25.
- Shang, K. C., 2004. The effects of logistics measurement capability on performance. *Asia Pacific Management Review* 9(4), 671-687.
- Sommer, K. L., & M. Kulkarni, 2012. Does constructive performance feedback improve citizenship intentions and job satisfaction? The roles of perceived opportunities for advancement, respect, and mood. *Human Resource Development Quarterly* 23(2), 177-201.
- Su, W., B. Lyu, Y. Liu, H. Chen, & J. Fan, 2019. Supervisor developmental feedback and employee performance: The roles of feedback-seeking and political skill. *Journal of Psychology in Africa* 29(5), 435-442.
- Subedi, J., 2013. Causes of attrition of senior level employees: A study on selected commercial banks of Nepal. *Banking Journal* 3(2), 37-56.
- Suparyadi, S., 2009. Membangun Keunggulan Bersaing Industri Kecil Gula Merah Tebu (IKGMT): Kiat Bersaing di Pasar Ekspor. *Jurnal Siasat Bisnis* 2(8), 26-39.
- Wahome, J. M., & D. Ogolla, 2021. Effect of performance coaching on employee performance: A Case of Tetra Pak Limited, Kenya. *Human Resource and Leadership* 1(1), 25-31.
- Wailersak, N., & A. Suehiro, 2004. Promotion systems and career development in Thailand: a case study of Siam Cement. *The International Journal of Human Resource Management* 15(1), 196-218.
- Webb, T., Diamond-Wells, T., & Jeffs, D. (2017). Career mapping for professional development and succession planning. *Journal for Nurses in Professional Development* 33(1), 25-32.
- Winda, O., U. H. Nayati, & P. Arik, 2017. Impact of compensation and career development on job satisfaction and employees performance. *Russian Journal of Agricultural and Socio-Economic Sciences* 64(4), 113-119.
- Wong, D., 2016. Impact of training and development of employees on employee performance through job satisfaction: A study of telecom sector of Pakistan. *Business Management and Strategy* 7(1), 12-19.