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Keywords: *career development, perceived career barriers, HR professionals.*

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S. M. D. Yasodara Jayarathna [α] & Nimesh Charuka Vithana [σ]

Abstract- Presence of globalization enabled a competitive business environment where career development is becoming a hot topic among every professional. The importance of the Human Resource (HR) professionals in the top of the ladder is prominence with enhancing focus on people-oriented culture. Hence, the purpose of the study is to whether perceived career barriers are associated with the career development of HR professionals in the Sri Lankan context. The study identified perceived barriers namely; lack of culture fit, excluded from informal, lack of mentoring, poor organizational career management processes, difficulty of getting developmental assignments, and the difficulty of obtaining opportunities for geographic mobility. Two hundred sixty-four (264) questionnaires were collected, which developed using standard measures and analyzed using multiple linear regression and hierarchical regression to identify the significant impact of perceived barriers on career development. Findings revealed that there is a negative impact of perceived barriers on career development and difficulty getting developmental assignment is the most dominant perceived barriers, which hinder career development of HR professionals to climb the top of the corporate ladder.

Keywords: career development, perceived career barriers, HR professionals.

I. Introduction

In this dynamic and unbridled environment, organizationscontinually face new challenges, and they are working hard to win overa chance to be over presence and survive.Consequently, many organizations realized the importance of human beings within the organization being the most creative and enthusiastic living being that create competitive advantage to enable the organizations to compete and survive in the business environment. Likewise, Armstrong and Baron (2002) stated People and their collective skills, abilities, and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and as constituting a significant source of competitive advantage.As the weapon for creating human capital with unique competencies, the importance of career development is rapidly increasing. Gilley, Eggland, and Gilley (2002) definedcareer development is a process requiring individuals and organizations to create a partnership that enhances employees' knowledge, skills, competencies, and attitudes for their current and future job assignments.

Given that human resource has become the most significant asset,and almost all the businesses are people oriented, managing human resources has become the most significant part of the organizations' operations. Even though technology may help in improving the business transaction, the success of an organization still depends very much on the effective utilization of its human resources (Siew, 2001). Thus, organizationsare looking fora leaderwho can manage this valuable human resource with achieving win-win situation within the organization by maximizing shareholders wealth.Managers and HR professionals are well positioned to exercise strategic leadership and make a significant contribution to a company's competitive advantage (Lawler & Mohrman, 2003).It leads to create a higher level of importance and value on HR professionals who manage employees to obtain organizational success efficiently and effectively and play a strategic role when compared with other professions in modern organizational context. Increasing importance of HR professionals has create necessity on opportunities of career development of them is rapidly increasing.

A hidden problem was identified in the Human Resources Profession that has broadly argued within the modern business context. If anyone looks at the HR professionals in general mindset, they can think that HR professionals may have greater career development opportunities to climb the top of the corporate ladder since they are the persons who make strategic career development decisions for all the other employees. Even though if it is, when we look at them in a different view, we can ask some questions from ourselves, are there a considerable number of HR professionals in the top of the corporate ladder?. Most of the HR professionals end their career as Head of Human Resources or Director-Human Resources, without reaching the top of the corporate ladder (board of directors or CEO).In other word, HR professionals' career is limited to above mentioned positions within the corporate ladder. This

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emphasizes that there are some barriers, which hinder the HR professionals' career development to climb the top of the corporate ladder. As the researcher mentioned, this problem is a hidden but critical which most of the outsiders of the profession broadly argued. Bell (2013) discussed that most of HR directors don't go with wider functional roles where they stick to a specific role. Further, he stated that career transitions of HR professionals are possible but not frequent. Likewise, Stuart (2004) identified that three most common fuctions among CEO are finance, operations and marketing, where human resource is ignored. Among them finance being the most common field that creates CEOs since 1997. Mahajna (2017) noted that previous studies focused mainly on career development, the role of barriers in the career path of minority groups, especially those facing women who are socially underprivileged. Thus, it is evident that suitability of the HR professionals being in the top of the corporate ladder is disappointed and remain unresolved.

When considering the Sri Lankan context, most of the specialists and analysts put this matter in several forums (J. D. De Silva, personal communication, 08, July 2017). Another HR Manager responded thatthey didn't receive enough career development opportunities when compared with other professionals within their organizations (M. K. S. Samanthi, personal communication, 12, July 2017). When studying present business context, it's rare to find HR professionals in the top positions within the organizations. Thus,this study investigatesthe barriers that hinder the career development of HR Professionals to climb the top of the corporate ladder.

II. Literature Review

a) *Career Development*

Career Development is not a suddenly emerged new concept. It goes back to more than a century. Descriptors illustrate the evolutionary nature of career development as follows. The traditional view of organizational career development was grounded in the mindset of making a career within an organization and of predictable, stable jobs.During the mid-1990's a new career lexicon appeared, redefining well-used terms like careerand employment to encompass a broad-based view. Thus, careerbecame not just a way to define "hierarchical progression" but a reference to all work experiences, and employmentexpanded to include not just one's place and type of occupation but also a person's employability over time (Arthur & Rousseau, 1996).

"A job or occupation regarded as a long-term or lifelong activity. It can also be referred to as somebody's progress in a chosen profession or during that person's working life" (Posholi, 2012). Hall (2002) defined a career as a lifelong process made up of an arrangement of activities and linked attitudes or behaviours that take place in a person's work life. Meanwhile, Puah and Ananthram (2006) viewed career as a pattern of work-related experiences, such as job positions,tasks or actions, work-related decisions, and subjective interpretation of work-related events, such as work aspirations, expectations, values, needs and feelings about particular work experience, that expand the progression of a person's life.

Careers are important as such, it carries the story of an individual, which essentially means for the individual as well as for the environment. Thus, for many individuals, their career embraces a huge part of the significance of life's journey, and their identity (Inkson, Khapova, & Parker, 2007).The identity of an individual be inherent in the unfolding career may be called career identity. Although for some the career identity may be undeniable from childhood or adolescence. Furthermost repeatedly, it will steadily take form through individual experiences over the years. In Western countries, careers are no longer destined by birth, nor by meaning fixed by families or clans at an early age. Individuals are permitted to perceive their career from their own dreams, motives and intentions (Hoekstra, (2011) which now can be seen in the Asian context especially in Sri Lanka.

The notion of career development is indistinguishably linked with a person's occupational life (Patton & McMahon 2006). Career development is defined as extending from a focus on the profession and a developmental process over time (Ginzberg, Ginsburg, Axelrad, & Herma, 1951) to a 'lifelong process' (Brown and Brooks 1990, pp.17). Chen (1998) noted the inseparability of life and work in career development, and it influenced by 'psychological, sociological, educational, physical, economic and chance factors' (Sears 1982, pp. 139).Current career development definitions vary in focus from the individual to the organization. Some see the concept as having a decidedly individual focused, as an ongoing process by which individuals progress through a series of phases, characterized by a relatively unique set of matters, themes, and tasks" (DeSimone, Werner & Harris, 2002). Similarly, a progression of professional growth brought about by work associatededucation and learning(Van der Sluis and Poell, 2003).

In traditional career development theories, career development is often described as following a prearranged, foreseeable and rational pathway. In contemporary theories (Bright &Pryor 2011; Hancock 2009; Pryor and Bright 2007) it has taken a different form. Career development is typically defined as a continuing sequence of stages characterized by distinctive concerns, themes and tasks (Greenhaus, J. H., Callanan, G. A., & Godshalk, 2000). A fundamentalnotion behind these stage models of career development is that, there is a series of expectable and

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probabletasks and responsibilities that ensue at more or less predictable times during the course of a career (O'Neil and Bilimoria, 2005).Moreover, Career development is an ongoing process of planning and directed action toward personal work and life goals. Development means growth, continuous acquisition and application of one's skills. Career development is the outcome of the individual's career planning and the organization's provision of support and opportunities ideally, a collaborative process which focuses on both the individual and the organization (Simonsen, 1997).

b) Perceived Carrier Barriers

Career barriers play avital role in occupational interests and career goals (Lent, Brown, & Hackett, 1994; Lindley, 2005), and they are beneficial in understanding the career development processes. Career barriers are defined as factors that are perceived as possiblyobstructingand hindering the execution of a particular occupational goal (Lent et al., 2002; Lent, & Brown, 2013). These can comprise an individual's internal barriers (such as a lack of interest and self-motivation in the work) dissatisfactory events or conditions in the individual's environment (Swanson & Woitke, 1997). Impact of environmental and cultural conditions in restraining or expanding one's choices in life for career objectives (Correll, 2004). Further than these factors, however, individuals have freedom of making decisions to selectpossibilities in life, establish their own goals, and find their own technique and path of handling with restraintscome across (Brandtstädter, & Rothermund, 2002).

The term perceived barriers signifypredictable barriers or those already in place (Albert & Luzzo, 1999). Those who are capable enough to make career strategies often limit their true career interests and as an alternative occupationally stereotypes because of undesirable environmental influences and perceived barriers (Morrow, Gore Jr, & Campbell, 1996; Chuang, 2010).Career barriers have been described as any factors that frustrate the achievement of career goals (Crites, 1969). They have typically been viewed as either internal to the individual, such as lack of confidence or lack of motivation, external to the individual, such as lack of access to education and poverty, or both. Crites (1969) identified barriers as either internal conflicts or external frustrations that might hinder career development. Lack of confidence, inadequate preparation, decision-making difficulties, dissatisfaction with a career and difficulty in networking identified as career barriers (Chope & Johnson, 2008; Dalton, Mynott& Soolbred, 2000; Still & Timms, 1998). Moreover, Shakeshaft, 1981) categorized career barriers as internal barriers, external barriers. Internal barriers include aspects of socialization; personality; aspiration level; individual beliefs and attitudes; motivation; and self-image and external barriers researched were sex-role stereotyping, sex discrimination, lack of professional preparation, and family responsibilities.

Studies have clearly found that a range of career barriers, such as ethnic and gender discrimination, financial problems, perceived lack of ability and lack of educational opportunities (Luzzo, 1993; McWhirter, 1997; Swanson & Tokar, 1991). Gender (McWhirter, 1997; Swanson & Tokar, 1991), cross-ethnic (Luzzo, 1993) and cross-cultural (Patton, Creed, & Watson, 2002) differences in perceptions of career barriers have also been identified. Moreover, Lyness and Thompson (2000) identified six perceived barriers that negatively influenceemployees' career development as lack of culture fit, excluded from informal networks, lack of mentoring, poor organizational career management processes, difficulty getting developmental assignments and difficulty obtaining opportunities for geographic mobility, which focused in the present study. Framework tested in the study is illustrated in Figure 01.

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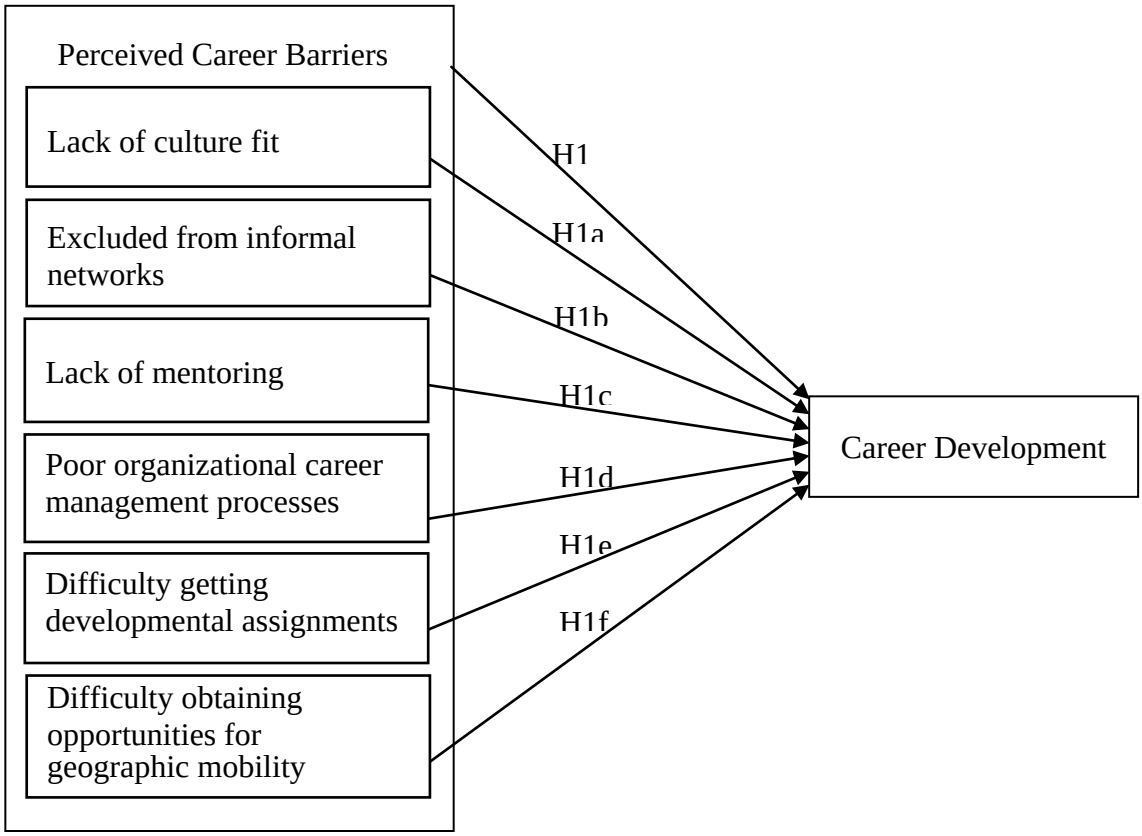


Figure 01: Conceptual Framework of the Study

The conceptual framework in Figure 1 illustrates following hypotheses to be tested in this study.

H1: There is an impact of perceived barriers on career development.

H1a: There is an impact of lack of culture fit barriers on career development.

H1b: There is an impact of excluded from informal networks on career development.

H1c: There is an impact of lack of mentoring on career development.

H1d: There is an impact of poor organizational career management processes on career development.

H1e: There is an impact of difficulty getting developmental assignments on career development.

H1f: There is an impact of difficulty obtaining opportunities for geographic mobility on career development.

III. Method

a) Sample and Data Collection

The population for the study consisted of twelve companies in Sri Lanka. Although these firms were chosen based on personal contacts, they were fairly well established companies in the country. The populations of the study consisted HR professionals, and the population is limited to the Colombo, as HR department is mainly at the head office of the company.

Questionnaires were distributed through personal contacts and some mailed as an online format. 500 questionnaires were distributed where 287 were collected, with the 53% response rate. Though the overall sample process involved a convenience approach, participation for the survey was voluntary, without any type of an enforcement was not carried out. After excluding 23 incomplete responses, a total of 264 cases were used for data analysis.

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Table 01: Respondents Profile

Gender	Frequency	Percentage
Male	97	36.7
Female	167	63.3
Age		
20-29 years old	101	38.3
30-39 years old	74	28.0
40-49 years old	60	22.7
50-59 years old	28	10.6
60 years old & above	1	.4
Education Level		
Diploma/Certificate	69	26.1
Bachelor Degree	141	53.4
Master Degree	54	20.5
Current Position		
Executive- Human Resources	111	42.0
Assistant Manager- Human Resources	66	25.0
Manager- Human Resources	72	27.3
Senior Manager- Human Resources	15	5.7
Working Experience		
Less than 5 years	97	36.7
5-10 years	85	32.2
10-15 years	60	22.7
15-20 years	10	3.8
More than 20 years	12	4.5

Source: Survey Data

Table 01 illustrates the frequency distribution of the respondents of the sample. It is evident that Majority (63%) of the sample is female where 38% is male. As far age is concerned, 68% belongs in between 20-19 and 30-39 years, emphasized the HR professionals are comprised with younger employees. 53% of the respondents have obtained a bachelor's degree where almost everyone is educated at least with a diploma. Looking at the job types, 42% HR executive, 25% Assistant HR Managers, 27% HR Managers and 6% of Senior Manager – HR is included in the sample.

b) Measures

The measures used for independent and dependent variables are outlined below.

i. *Perceived barriers*

The measure of perceived barriers consist of twenty six items on 5 point likert scale, ranging from 1(Strongly Disagree) to 5 (Strongly Agree) which was developed by Lyness and Thompson (2000). A sample item is "Lack of opportunities to move across functions or businesses".

ii. *Career Development*

The measure of career development consists of sixteen items on 5 point likert scale, ranging from 1(Strongly Disagree) to 5 (Strongly Agree) which was used in career development survey, 2012, developed by Hathorn and Brusoni.A sample item is "The leadership in my organization strongly supports career development of staff".

IV. Results

Data analyzed using SPSS 23.0. Preliminary analyses conducted to determine distribution of the data set, validity and reliability of the scales, along with Pearson's correlation, simple linear regression multiple linear regression and hierarchical regression.

The normal distribution of the data set assured using skewness and kurtosis where the statistics are lying within the cut off values of skewness and kurtosis are < 3 and < 10, respectively (Kline, 2005 cited in Paghoush, Zarei, Damizadeh, Sajjadi, & Zeinalipour, 2015) as shown in table 02. Accordingly, means range from 2.970 to 3.504 and standard deviations range from 0.655 to 0.926. From table 03, it can be seen that career development is negatively related to Perceived Career Barriers ($r = -0.504$, $p < 0.01$). Further, the table shows all the perceived barriers identified, negatively related to career development. Lack of culture fit ($r = -0.305$, $p < 0.01$), excluded from informal networks($r = -0.398$, $p < 0.01$), lack of mentoring ($r = -0.411$, $p < 0.01$), poor organizational career management processes($r = -0.220$, $p < 0.01$), difficulty getting developmental assignments ($r = -0.606$, $p < 0.01$) and difficulty obtaining opportunities for geographic mobility ($r = -0.506$, $p < 0.01$).

Confirmatory factor analysis (CFA), reliability and item internal consistency were conducted to ensure the item scale reliability and construct validity. It is evident from table 03, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO > 0.5) and significance of Bartlett's Chi-Square ($p< 0.05$) exist. All AVE values

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presented in Table 04, which are located in the diagonal of the matrix in italic are greater than 0.5 (Hair et al., 1998 cited in Quazi, Amran, & Nejati, 2016) thus, convergence validity is justified.

Further, table 04 illustrates thatAVE values are greater than inter construct squared correlations with other constructs which ensure discriminant validity according to Fornell-Larcker criterion. Item internal consistency of the measures ensured using Cronbach's Alpha ($\alpha > 0.7$) (Nunnally, 1978 as cited in Lv, Xu, & Ji, 2012) and composite reliability (CR > 0.6) (Bagozzi & Yi, 1988 as cited in Quazi et al., 2016) shown in table 03.

As shown in table 02, simple linear regression was performed to test is perceived carrier barriers (al the dimensions together) significantly predict career development.Perceived career barriers explained 25% of the variance (adjusted $R^2 = 0.251$, $p < 0.001$).

Table 02: Simple Linear Regression

Path	B	β	Decision on Hypotheses at P values < .01
Perceived Career Barriers ⟶ CD	-.599	-.504***	H1 - Accepted
R^2	.	254	
Adjusted R^2	.251		
F	89.192***		

*$p < .05$, **$p < .01$, ***$p < .001$*

CD = Career Development

Table 05 show results of multiple linear regression analysis that tested the model and hypothesized relationships. The results of the regression indicated that six predictors explained 47% of the variance (adjusted $R^2 = 0.470$, $p < 0.01$). It was found that lack of culture fit is negatively impacting on career development ($\beta = -0.264$, $p < 0.01$). Thus, H1a is supported. Excluded from informal networks also have a negative impact on career development ($\beta = -0.245$, $p < 0.01$) Hence H1b was supported. As predicted, poor organizational career management processes have a negative impact on career development($\beta = -0.328$, $p < 0.01$) where H1d accepted. In a similar note, the difficulty of getting developmental assignments also has a negative impact on career development ($\beta = -0.945$, $p < 0.01$) thus, H1e is accepted. However, lack of mentoring ($\beta = -0.017$, $p > 0.01$, n.s.) and difficulty obtaining opportunities for geographic mobility ($\beta = -0.055$, $p > 0.01$, n.s.) are not negatively impact on career development of HR professionals. Consequently, H1c and H1f were rejected. With multiple predictors multicollinearity is tested using VIF and tolerance (VIF > 0.10, tolerance < 10) (Coakes, 2005; Hair et al., 1998), ensured with no multicollinearity exist between predictors, as shown in table 05.

Six step hierarchical regression was conducted to estimate the significant predictor variable on career development. As shown in table 06, step 01 revealed that lack of culture fit contributed significantly to the regression model ($F = 26.939$, $p < 0.001$) and accounted for 9.3% of the variation in career development. Introducing excluded from informal networks variable explained as additional 8% of significant variation in career development (Adjusted $R^2 = 16.7\%$, $F = 25.186$, $p < 0.001$). Adding lack of mentoring to the model explained an additional 2.7% of significant variation in career development (Adjusted $R^2 = 19.1\%$, $F = 8.754$, $p < 0.01$). Next, including, poor organizational career management processes to the model does not explain an additional significant variation in career development. After adding the difficulty of getting developmental assignments to the model explained an additional 27.5% of significant in career development (Adjusted $R^2 = 47\%$, $F = 136.756$, $p < 0.001$) where adding difficulty obtaining opportunities for geographic mobility to the model does not explain an additional significant variation in career development. Among all six predictors, the most important predictor of career development was the difficulty of getting developmental assignments, which uniquely explained 27.5% of the variation in career development.

V. Discussion

The purpose of the study was to investigate perceived barriers that hinder HR professionals' career development to climb the top of the corporate ladder. The results were intended to be used to acquire a better understanding of the impact of each perceived barriers on career development.The study reveals that Lack of culture fit, excluded from informal networks, poor organizational career management processes and difficulty getting developmental assignments are negatively associated with career development. Further, lack of mentoring and difficulty of obtaining opportunities for geographic mobilityare not significantly negative effect on career development. In addition, it was found that amongst all six predictors, the most important predictor of career development was the difficulty of getting developmental assignments.

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These findings were supported by previous researches. Difficulty in networking negatively affects career development (Chope & Johnson, 2008; Dalton & Mynott, 2000; Still & Timms, 1998). According to Kram and Isabella (1985) and Chuang (2010) found that having a mentor to the individuals (Mentoring), creates a positive impact on career development emphasize that mentoring and career development has mixed findings. Networking is positively related to career development (Eby, Butts, & Lockwood, 2003) where supported excluded from internal networks negatively affect career development.

Table 03: Descriptive Statistics and Correlations

	Mean	SD	Skewness	Kurtosis	CD	LCF	EIN	LM	POCMP	DDA
Career Development (CD)	2.970	.779	-.185	-1.110						
Perceived Career Barriers (PCB)	3.376	.655	-.358	-.799	-.504**					
Lack of Culture Fit (LCF)	3.238	.751	-.065	-.314	-.305**					
Excluded from Informal Networks (EIN)	3.252	.841	-.309	-.823	-.398**	.508**				
Lack of Mentoring (LM)	3.504	.860	-.443	-.899	-.411**	.719**	.641**			
Poor Organizational Career Management Processes (POCMP)	3.439	.823	-.505	-.340	-.220**	.559**	.397**	.694**		
Difficulty getting Developmental Assignments (DDA)	3.437	.742	-.312	-.802	-.606**	.702**	.483**	.761**	.668**	
Difficulty obtaining Opportunities for Geographic Mobility (DOGM)	3.412	.926	-.689	-.119	-.506**	.410**	.500**	.553**	.384**	.722**

***. Correlation is significant at the 0.01 level (2-tailed).*
SD – Standard Deviation
Source: Survey Data

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Table 04: Validity and Reliability Analysis

	KMO and Bartlett's Test		Convergent and Discriminant Validity							Reliability	
	KMO	Bartlett's Chi-Square (p-value)	CD	LCF	EIN	LM	POCMP	DDA	DOGM	Composite Reliability	Cronbach's Alpha (α)
Career Development (CD)	.875	3202.951 (<.001)	*.563*							.947	.941
Perceived Career Barriers (PCB)	.835	5930.484 (<.001)	*.502*							.955	.950
Lack of Culture Fit (LCF)	.774	745.803 (<.001)	.093	*.579*						.888	.851
Excluded from Informal Networks (EIN)	.564	52.694 (<.001)	.158	.258	*.714*					.833	.595
Lack of Mentoring (LM)	.803	524.350 (<.001)	.169	.517	.411	*.722*				.913	.871
Poor Organizational Career Management Processes (POCMP)	.708	288.557 (<.001)	.048	.312	.158	.482	*.738*			.894	.815
Difficulty getting Developmental Assignments (DDA)	.844	1140.520 (<.001)	.367	.493	.233	.579	.446	*.618*		.918	.894
Difficulty obtaining Opportunities for Geographic Mobility (DOGM)	.670	370.770 (<.001)	.256	.168	.250	.305	.147	.521	*.706*	.929	.839

Source: Survey Data

Table 05: Multiple Lineal Regression

Path	B	β	VIF	Tolerance	Decision on Hypotheses at P values < .01
Lack of Culture Fit ⟶ CD	-.274	-.264**	.394	2.539	H1a - Accepted
Excluded from Informal Networks ⟶ CD	-.227	-.245**	.527	1.898	H1b - Accepted
Lack of Mentoring ⟶ CD	-.016	-.017	.254	3.945	H1c - Rejected
Poor Organizational Career Management Processes ⟶ CD	-.310	-.328**	.450	2.223	H1d - Accepted
Difficulty getting Developmental Assignments ⟶ CD	-.993	-.945**	.206	4.852	H1e - Accepted
Difficulty obtaining Opportunities for Geographic Mobility ⟶ CD	-.046	-.055	.396	2.524	H1f - Rejected
R^2	.482				
Adjusted R^2	.470				
F	39.880**				

**p < .05, **p < .01, ***p< .001, CD = Career Development*

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Table 06: Summary of Hierarchical Regression Analysis for Variables predicting Career Development
*p < .05, **p < .01, ***p< .001

Variable	B	t	β	R^2	Adjusted R^2	R2 change	F change
Step 01				.093	.090	.093	26.939***
Lack of Culture Fit	-.317	-5.190***	-.305				
Step 02				.173	.167	.080	25.186***
Lack of Culture Fit	-.144	-2.123*	-.139				
Excluded from Informal Networks	-.304	-5.019***	-.328				
Step 03				.200	.191	.027	8.754**
Lack of Culture Fit	.002	.029	.002				
Excluded from Informal Networks	-.212	-3.162**	-.229				
Lack of Mentoring	-.241	-2.959**	-.266				
Step 04				.206	.194	.006	1.904
Lack of Culture Fit	-.012	-.147	-.012				
Excluded from Informal Networks	-.203	-3.017**	-.219				
Lack of Mentoring	-.305	-3.258***	-.337				
Poor Organizational Career Management Processes	.102	1.380	.107				
Step 05				.481	.471	.275	136.756***
Lack of Culture Fit	.259	3.622***	.250				
Excluded from Informal Networks	-.214	-3.919***	-.231				
Lack of Mentoring	.017	.214	.019				
Poor Organizational Career Management Processes	.301	4.843***	.318				
Difficulty getting Developmental Assignments	-.942	-11.694***	-.897				
Step 06				.482	.470	.001	.598
Lack of Culture Fit	.274	3.696***	.264				
Excluded from Informal Networks	-.227	-3.967***	-.245				
Lack of Mentoring	.016	.194	.017				
Poor Organizational Career Management Processes	.310	4.898***	.328				
Difficulty getting Developmental Assignments	-.993	-9.556***	-.945				
Difficulty obtaining Opportunities for Geographic Mobility	.046	.773	.055				

Source: Survey Data

Furthermore, Ballout (2007) stated that person-environment fit positively impact on career development, highlighted lack of cultural fit negatively impact on career development. Moreover, Lyness and Thompson (2000)stated that lack of culture fit, excluded from informal networks, lack of mentoring, poor organizational career management processes, difficulty getting developmental assignments and difficulty obtaining opportunities for geographic mobility negatively impact on employees' career development.

VI. Implications

Majority of studies related to career development and career barriers have conducted in the western context where Asian context was ignored. Furthermore, it is rare to find research studies related to HR Professionals on career development. Thus, findings of the current study are useful to fill the empirical gaps in the literature on career development and perceived carrier barriers. The study enhances the knowledge on the area of human resource management and human resource development. In addition, findings of the current study are useful for identifying the perceived barriers and the impact of perceived barriers on career development of HR professionals. Further, this study is useful for HR professionals, HR graduates and undergraduates as well as organizations (top management and ownership) to get the insights from the results and suggestions for this analyzed problem. Moreover, managers can implement problem focused coping strategies and emotion focused strategies such as engaging leisure activities and organizing travel activities within an organization that create a buffering effect on carrier barriers (Tsaur, Ku, & Luoh, 2016). Consequently, mentoring programmes can also be designed to reduce the negative effects of perceived barriers. Additionally, constructive career assistance can be arranged within the organization to create positive attitudes on potential professional challenges and tackle the barriers successfully (Chuang, 2010).

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VII. Limitations and Future Research

The effect on perceived career barriers on career development entails further confirmation dues to cross sectional design of this study. A longitudinal research design may be helpful for future researchers to verify the findings of the present study. In addition, it is uncertain to what extent the perceived barriers and career development were influenced by cultural factors, where future researchers can inculcate organizational culture or societal culture in the framework for more absolute findings. Being a quantitative study, it was unable to obtain in depth information on this critical problem, where a qualitative research study is welcomed to explore the gravity of perceived carrier barriers, which hinder HR professionals go to the top level of a company. In addition, using interviews other that self-administered questionnaire also will enable the future researcher to gather valuable information. Finally, within my study covered only less number of barriers from all the barriers which hinder HR professionals' career development. Therefore future researchers can conduct studies using unexplained barriers with in my study.

VIII. Conclusion

The general objective of this study is to identify the impact of perceived barriers on HR professionals' career development to climb the top of the corporate ladder.The researcher has identified lack of culture fit, excluded from informal networks, poor organizational career management processes and difficulty getting developmental assignments as perceived carrier barriersthat are negatively associated with career developmentof HR Professionals, yet lack of mentoring and difficulty of obtaining opportunities for geographic mobility are not significantly negatively effect on career development. Further, difficulty of getting developmental assignments the most important and dominant predictor on career development barriers that hinder the career development of HR professionals to climb the top of the corporate ladder.

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