

Evidence-Based Management as an Approach to Enhancing Career Maturity among Employees: An Exploratory Study of the Opinions of a Sample of Administrative Leaders in the General Company for Electric Power Production – Northern Region

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Abstract

This study aimed to analyze the relationship between evidence-based management and Career Maturity in a specific organizational setting. The study used a structured questionnaire distributed to a diverse group of employees. The study assessed four key dimensions of evidence-based management: the use of scientific evidence, internal organizational data, professional expertise, and stakeholder values and interests in the General Company for Electric Power Production – Northern Region. This study adopted the descriptive-analytical approach; the sample size was 321 participants. Statistical analysis was conducted using SPSS, focusing on descriptive statistics and correlation tests to assess the strength and direction of relationships. The results indicated a strong positive relationship between evidence-based management practices and employee Career Maturity. The results highlight that organizations that systematically integrate scientific evidence, professional expertise, and stakeholder input into their management processes tend to demonstrate higher levels of strategic effectiveness and operational efficiency.

Keywords: *Evidence-Based Management; Career Maturity; Electric Power Production – Northern Region*

1. Introduction

Leaders are tasked with the crucial role of implementing sound choices that align with their organization's goals and purpose. The more diverse the informational landscape from which an organization draws, the better equipped it becomes to make decisions grounded in robust understanding. While amassing knowledge is undoubtedly essential, it must be tempered with a critical evaluation of its accuracy before integration into the decision-making process. Failing to do so, and instead relying on incomplete resources, might inadvertently lead to decisions anchored in subjective judgment, a course of action which can give rise to detrimental consequences and complex difficulties for the organization (Pfeffer & Sutton, 2006; Briner et al., 2009).

For the last ten years, prominent academics in management, including Rousseau, Pfeffer, and Briner, have strongly advocated for the implementation of evidence-based management (EBM). Their goal: to enhance decision-making efficiency and consequently, organizational performance. Organizations today contend with increasingly complex issues both within and beyond their boundaries, which necessitate structured, research-supported strategies. EBM provides a solid structure by incorporating various trustworthy information sources, such as scientific findings,

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organizational data, expert knowledge, and stakeholder concerns, to inform management choices. This method boosts both the validity and coherence of decisions while lessening the dependence on instinct or subjective opinions (Rousseau, 2006; Pfeffer & Sutton, 2006; Briner et al., 2009; Ghazali et al., 2024).

In contemporary organizational settings, an employee's career maturity serves as a crucial metric. This aptitude showcases their proficiency in outlining professional objectives, successfully addressing workplace obstacles, and acclimating to the ever-changing nuances of the work environment. It entails the individuals' readiness to reach well-reasoned conclusions, effectively handle work-related stress, and manage shifts within their career trajectory. Furthermore, evidence-based management significantly contributes to the cultivation of career maturity. This is achieved by refining the processes involved in decision-making, providing a clearer view of potential career progressions, and supporting persistent learning and professional growth within the realm of human resource management practices (Damodar et al., 2024).

The aim of this study is to deliver actionable understandings. These understandings will facilitate the integration of management approaches grounded in empirical data. Such integration within government agencies is anticipated to bolster improvements in human capital, thereby contributing to the advancement of human capital development and organizational effectiveness.

2. Section One: Methodological Framework

2.1 First: The Study Problem:

Public sector entities, especially those in the power generation arena, are navigating growing difficulties within a rapidly evolving landscape shaped by technological advances, shifts in organizational structures, and changes in human conduct. A significant hurdle involves improving human capital and cultivating elevated levels of job maturity, recognized as a critical gauge of long-term institutional success and administrative quality. To address these issues, contemporary administrative methodologies have arisen to maximize resource allocation and support sound decision-making. Evidence-Based Management (EBM) is particularly noteworthy among them. EBM uses data, statistical analysis, and systematic evidence evaluation to inform choices (Hamlin et al., 2016). It's expected to boost both organizational effectiveness and the functional readiness of employees by fostering knowledge-driven conduct and heightened professional accountability. Despite this, numerous Iraqi governmental organizations, including the General Company for Electricity Production – Northern Region, display a poor ability to incorporate evidence in their managerial choices, lacking a clear understanding of how EBM approaches impact job maturity.

Accordingly, the problem of the current study revolves around the following question:

“To what extent does evidence-based management contribute to enhancing employee Career Maturity, from the perspective of administrative leaders at the General Company for Electricity Production - Northern Electricity?”

This main question gives rise to the following sub-questions:

- What is the reality of adopting evidence-based management within the company?
- What is the level of employee Career Maturity, as perceived by administrative leaders?
- Is there a statistically significant relationship between the application of evidence-based management and the level of Career Maturity?

2.2 Second: The Importance of the Study

In light of this, the importance of this study is focused on two aspects:

- i. **Theoretical Importance:** This study contributes to the existing body of knowledge concerning evidence-based management (EBM). Furthermore, this research investigates the correlation between EBM implementation and employee job maturity, considering factors like autonomy, accountability, and work quality. This effort builds a robust theoretical framework, especially relevant for future investigations within the energy sectors.

- ii. **Applied Importance:** This study provides useful findings for those making decisions within the General Company for Electricity Production—Northern Region. It outlines a practical plan for how these leaders can use EBM to foster improved job maturity among both administrative and technical personnel. By analyzing data collected through on-site surveys, it suggests practical improvements to both the processes of decision-making and overall employee performance.
- iii. **Future Significance:** This study is a starting point for developing forward-looking human resource strategies within public sector organizations. It promotes subsequent studies aimed at exploring EBM's effectiveness across a variety of institutional settings, aligning with contemporary global shifts in administrative practices.

2.3 Third: Study Objectives

The primary objective of the study is to analyze the relationship between evidence-based management practices and the level of Career Maturity among employees of the General Company for Electricity Production.

A set of the following sub-objectives emerged:

- A. Analyze the relationship between the use of scientific evidence and Career Maturity.
- B. Analyze the relationship between internal organizational data and Career Maturity.
- C. Analyze the relationship between professional experience and Career Maturity.
- D. Analyze the relationship between stakeholder values and preferences and Career Maturity.

2.4 Fourth: Hypothetical study plan

In line with the study's problem, objectives, and theoretical framework, a hypothetical model was developed to clarify the hypothesized relationship between the independent variable (Evidence-Based Management) and the dependent variable (Career Maturity) by testing the formulated hypotheses. This Figure 1 will be presented as follows:

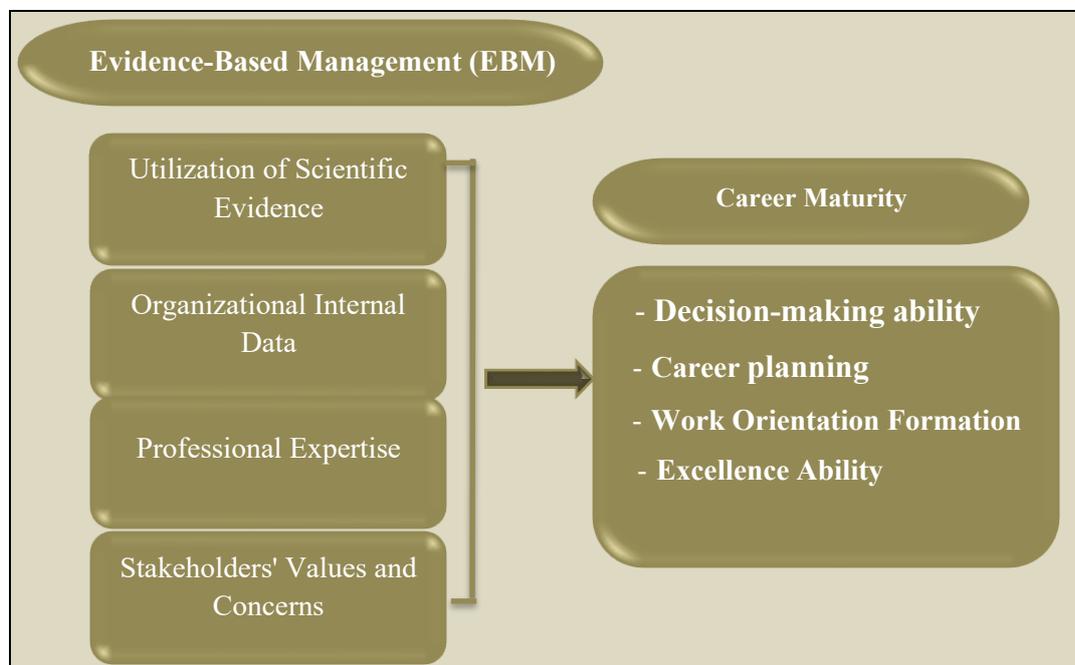


Figure (1) Hypothetical research plan

Source: Prepared by the researcher

2.5 Fifth: Research Hypotheses

In line with the research problem and objectives, and based on its hypothetical outline, the following hypotheses were formulated:

- **The first main hypothesis (H1):** There is a statistically significant relationship between the dimensions of evidence-based management practices and Career Maturity, as measured by their dimensions at the macro and sub-levels, among employees of the General Electricity Production Company – Northern Region.
- **The second main hypothesis (H2):** There is a statistically significant effect of evidence-based management practices on the level of Career Maturity among employees of the General Company for Electricity Production.

2.6 Sixth: Research Methodology

This study adopted the descriptive-analytical approach, as it is most appropriate for the nature of the study topic. It changed into employed to understand the relationship among the utility of evidence-based totally management and enhancing employee profession maturity. The study becomes designed to survey the opinions of a sample of administrative leaders on the General Company for Electricity Production - Northern Electricity. The intention was to determine their focus of evidence-based totally management standards and their impact on worker performance improvement and profession adulthood.

A questionnaire was advanced as the number one method of facts collection. It contained a set of carefully designed objects to degree the scale of each of the two principal examine variables: evidence-based management and Career Maturity. The questionnaire was presented to a set of referees focusing on control and human resources to make certain its validity and compliance with medical standards before being dispensed to the have a look at pattern.

2.7 Seventh: Research Population and Sample

The research population includes 1,950 lively administrative leaders at the General Company for Electricity Production – Northern Electricity. These people preserve diverse administrative positions, inclusive of well-known managers, their assistants, and heads of departments and divisions. They are predicted to be acquainted with cutting-edge management standards and strategies, inclusive of evidence-based control. This population is of unique importance given its essential role in guiding administrative rules and influencing the level of profession adulthood of employees within the agency. A purposive approach of 321 individuals becomes selected. After collecting the facts, it turned into analyzed the usage of appropriate statistical methods, including frequencies, chances, mathematics way, and trendy deviations. The applicable speculation checks were additionally performed the use of the SPSS statistical evaluation program.

2.8 Eighth: Research Tools

A number of tools and methods were used to collect and analyze data to arrive at the final results, as follows:

- i. **Theoretical Aspect:** The study relied on various academic sources, including Arabic and foreign literature, including books, theses, university dissertations, websites, research, and articles related to the nature of the study.
- ii. **Field Aspect:** The practical aspect relied on the questionnaire, which represents the primary and relied upon tool in this study for collecting data and information related to the practical aspect. The questionnaire, in its final form and after making modifications to its initial form, included two axes:
 - **The first axis:** Represented the personal data of the respondents, which included: (gender, age, educational qualification, years of experience, and job title). This axis comprised paragraphs (1-5).
 - **The second axis:** It included the study variables, which are: (evidence-based management and functional maturity of employees), with 5 paragraphs for each dimension of the independent variable, which amounted to 20 paragraphs, and for the dependent variable, which amounted to 20 paragraphs, as in Table (1).

Table (1) Structure of the questionnaire form

NO.	Main variables	Sub variables	Paragraph numbers	Sources
1-1	Personal Information	Gender	1-5	The researcher
1-2		Age		
1-3		Educational qualification		
1-4		Years of experience		
1-5		Job position		
2-1	Evidence-Based management	Utilization of Scientific Evidence	6-25	Kelstrup & Jørgensen (2024) Liebig (2009) Sandefur (2015) Brummette & Zoch (2016)
2-2		Organizational Internal Data		
2-3		Professional Expertise		
2-4		Stakeholders' Values and Concerns		
3-1	Career Maturity	decision-making ability	26-45	Biernacki et al. (2016) Antoniou (2010) Nordhall et al. (2021) Care (2017)
3-2		Career planning		
3-3		Work Orientation Formation		
3-4		Excellence Ability		
Total			45	

Source: Prepared by the researcher

The five-point Likert scale was used to measure the paragraphs of the study variables, in which the answer was distributed from (5-1) points, giving the maximum score (5 points), in order to ensure obtaining objective results and avoiding neutral answers that affect the accuracy of the results.

2.9 Ninth: Testing the Research Tool

- A. **Testing the Face Validity of the Questionnaire:** Before beginning data collection through the research questionnaire, a comprehensive examination was conducted to ensure the "face validity" of the questionnaire. The goal was to ensure that the questionnaire covered all essential aspects of the concepts being measured and that it was consistent with the study objectives of the company being researched.
- B. **Face Validity:** The validity of the questionnaire was tested by presenting it to a group of experts and referees in the precise field of specialization of the research. We asked them to provide feedback on the clarity of the questions and their suitability for the research objectives. Based on these feedbacks, we modified some questions to make them clearer and more precise. These modifications enhanced the reliability of the questionnaire in measuring what it was designed for. The study questionnaire, along with its approved scales, underwent validity and reliability tests, as follows:
- C. **Content Validity:** Content validity or internal consistency refers to the extent to which each item of the scale corresponds to the dimension to which it belongs. The internal consistency of the scale was calculated by calculating the correlation coefficients between each item within the scale's dimensions.
- D. **Reliability Questionnaire:** The stability of the tool means its ability to give the same results or results close to them if it is reapplied to the same workers again with a time difference or two different times. The Cronbach alpha test was used to measure the stability of the study variables. To extract the stability coefficient according to this method, all dimensions of the study variables were used, and the results were as in Table (2):

Table (2) Results of the Cronbach's alpha coefficient reliability test

NO.	Study variables	Number of questionnaire paragraphs	Reliability coefficient (alpha)
1-1	Utilization of Scientific Evidence	5	0.783
2-1	Organizational Internal Data	5	0.792
3-1	Professional Expertise	5	0.778
4-1	Stakeholders' Values and Concerns	5	0.821
1	Evidence-based management	20	0.794
1-2	decision-making ability	5	0.802
2-2	Career planning	5	0.833
3-2	Crystallization of trends	5	0.798
4-2	Excellence Ability	5	0.807
2	Career Maturity	20	0.810
The questionnaire as a whole		40	0.802

Source: Prepared by the researcher based on the results of the statistical analysis.

We note from the results in Table (2) that the value of the stability coefficient for all dimensions was internally consistent, and its value was greater than the value that should be obtained ($60\text{Alpha} \geq$), and from the practical point of view in general it is considered acceptable, as the stability coefficient for the questionnaire as a whole reached (0.802) and the scale is considered internally consistent because this value reflects the extent of the stability of the variables and their dimensions internally.

2.10 Tenth: Statistical Analysis Methods

The research relied on a set of statistical methods using SPSS.V26 to describe, analyze, and test hypotheses, as follows:

- Descriptive Statistics: Arithmetic means and standard deviations were used to summarize the data.
- Reliability Test (Cronbach's Alpha): To measure the consistency of the measures used.
- Pearson Test (Pearson Correlation): To study the relationship between variables.
- Linear Regression Analysis: To examine potential causal effects.

3. Section Two: Theoretical Framework

Section Two will present the philosophical implications of the research variables and dimensions, as follows:

3.1 First: Evidence-Based Management

Evidence-based management (EBM) is a modern-day trend in control notion that seeks to enhance the performance and effectiveness of selections inside businesses by relying on dependable statistics and statistics from multiple assets. This technique is primarily based on the essential idea that managerial decision-making ought to be primarily based on the high-quality available evidence, no longer private judgments or unsupported conventional practices. This proof includes the effects of sound medical studies, received expert reveal in, internal organizational information, and the critiques of clients and stakeholders (Marin-Garcia, 2021).

Evidence-based management objectives to bridge the space between concept and practice and enhance managers' vital and analytical questioning abilities, supporting them address complex organizational troubles in a rational and systematic manner (Haber et al., 2021). It goes past clearly following medical information; it requires competencies

to evaluate evidence, distinguish between dependable and unreliable information, and make decisions based on comprehensive analysis and clear context.

This method is regarded as a strategic device that complements an employer's potential to adapt to outside modifications and make knowledgeable selections that mirror its long-term desires. By implementing evidence-based management, leaders become better prepared to face ambiguity and mitigate risk, which positively impacts overall performance and establishes a work environment based on facts and knowledge rather than impressions or outdated management habits.

3.1.1 The Concept of Evidence-Based Management

The concept of evidence-based practice first emerged in medicine, specifically in the mid-1990s. Physicians faced a dilemma: a lack of expertise and the inability to apply emerging knowledge and empirical research to practice. Physicians relied on traditional methods for diagnosing and making decisions about patients' conditions (Rynes & Bartunek, 2017). So (Barends et al,2014) indicates that evidence-based management represents a practice based on the results of research and studies characterized by accuracy, reliability, judgment, practitioner experience, and client opinions. (Rousseau,2012) emphasizes that evidence-based management is an approach to systematically researching and evaluating the best evidence and using that evidence to inform decision-making. The evidence provided by research takes into account the individual needs of beneficiaries and the results of evidence based on research and applied studies. Based on the above,

According to the study, evidence-based management can be defined as a management approach that relies on the use of the best available evidence from multiple sources when making organizational decisions, with the goal of improving institutional performance and achieving effective results.

3.1.2 The Importance of Evidence-Based Management

Evidence-based management is gaining increasing significance in today's complex and rapidly converting paintings environments. It represents a realistic framework for making informed and effective decisions based totally on dependable information and information as opposed to completely on intuition or private experience (Reay et al., 2009). This Management approach enables enhances the satisfactory of administrative selections, reduces dangers and errors, and contributes to establishing an organizational way of life based totally on evaluation and critical wondering. It is a critical component in enhancing operational efficiency and raising the level of transparency and duty inside the organization, which undoubtedly affects standard overall performance and the success of strategic targets. It additionally enables leaders to undertake practices based at the first-rate evidence and requirements, which enhances employee confidence and helps non-stop development strategies (Morrell & Learmonth, 2015). Evidence-based management integrates with modern control concepts along with expertise management, non-stop development, and organizational innovation, making it a fundamental pillar in building resilient, effects-oriented companies.

Based at the above, the researcher believes that evidence-based totally control represents a true lever for improving administrative performance and selling sound expert practices within companies. He additionally believes that it at once contributes to growing the skills of administrative leaders, enabling them to address numerous situations in a systematic and systematic manner, loose from non-public exams and subjective impressions.

The study sees a Evidence-Based Management fundamental necessity for any agency seeking excellence and sustainability in a converting aggressive environment, given the gear and strategies it presents based on understanding, analysis, and transparency. as representing a forward-thinking and structured methodology for leading, which effectively combines expertise, empirical findings, and stakeholder viewpoints to enhance the processes of decision-making within an organization.

3.1.3. Dimensions of Evidence-Based Management

Evidence-based management is a modern approach to management thought that focuses on using multiple sources of reliable evidence to improve the quality of administrative decisions. Theoretical frameworks and previous studies

have varied in defining the dimensions that comprise this approach. Pfeffer & Sutton (2006) identified four main components: scientific evidence, professional experience, societal values, and internal organizational data. Other studies, such as (Racoceanu et al., 2019) focused on integrating external evidence with practical experience and contextual considerations as essential components. Some variation was observed among studies in the way these dimensions were classified or in the way some were integrated into comprehensive frameworks. For example, some studies considered stakeholder values to be part of the organizational context, while others separated them as an independent dimension with its own influence on decision-making.

Based on an analysis of the literature, and in line with the nature of the administrative environment under study; The current study adopted four dimensions of evidence-based management (**Utilization of Scientific Evidence, Organizational Internal Data, professional expertise, Stakeholders' Values and Concerns**), as they represent the most frequently and integrated dimensions in recent studies, and because they provide a comprehensive analytical framework that reflects the balance between knowledge, experience, and organizational context. The following explains each dimension in some detail:

A. Utilization of Scientific Evidence:

This dimension refers to the extent to which managers rely on the results of scientific research published in peer-reviewed journals when making administrative decisions (Barends et al., 2014). The use of scientific evidence is a fundamental pillar of evidence-based management, as it provides a precise cognitive framework based on the results of peer-reviewed research and studies. This dimension contributes to strengthening the first-rate of administrative decisions by counting on proven medical facts, in preference to non-public estimates or sick-considered practices (Rynes & Bartunek, 2017). Referencing applicable studies literature allows decision-makers to adopt expertise-primarily based techniques, which enhances the effectiveness of institutional overall performance inside the long time.

According to the above, he believes that relying on scientific evidence offers administrative choices credibility and objectivity and creates administrative surroundings extra open to development, provided that it is carried out with consciousness and essential information of the research, as opposed to sincerely copying or blindly imitating it.

B. Organizational Internal Data:

This dimension measures the extent to which data and information available within the organization, such as performance reports and financial statements, are used to support decision-making (Rousseau, 2006). Internal organizational data represents an essential source for knowledge the organization's actual fact, supplying correct information about performance, operations, assets, and organizational conduct (Fan & Zhao, 2017). This dimension allows control leaders to make informed decisions based on analyzing inner traits, identifying strengths and weaknesses, and addressing deviations in a timely way. Relying on actual organizational facts also allows powerful alignment of decisions with the organization's dreams and assets (Zaied et al., 2015).

In light, believes that the powerful use of organizational data displays an enterprise's maturity in constructing a decision-helping information device and is a vital condition for establishing evidence-based control practices, particularly in light of digital changes and the growing reliance on fact evaluation.

C. Professional Expertise:

This dimension reflects the extent to which managers rely on their previous professional experience and expertise in making decisions, emphasizing the need to balance this with scientific evidence and available data (Pfeffer & Sutton, 2006). Professional experience performs a pivotal position in supporting the choice-making manner, because it represents the sum of sensible expertise won via enjoy and each day exercise. This size enhances evidence and inner information, as man or woman experiences assist interpret evidence and adapt it to the practical context, especially in complicated conditions or conditions in which enough records is insufficient. Experience also contributes to improving the rate of response to emergency conditions and attaining a balance among idea and practice (Evers & van der Heijden, 2017).

The research, believes that integrating expert experience inside the cognitive framework of evidence-based management is an essential necessity; however, it requires conscious guidance to prevent it from becoming a rigid, conventional sample that opposes innovation or imposes preconceived notions on statistics.

D. Stakeholders' Values and Concerns:

This dimension concerns taking into account the values, preferences, and interests of stakeholders (such as employees, customers, and the community) when making administrative decisions (Barends et al., 2014). This dimension emphasizes the significance of thinking about the values and pursuits of these worried within the choice—whether or not employees, customers, partners, or the network—when formulating administrative guidelines and decisions. Ignoring these values may additionally lead to resistance to change or vulnerable dedication to implementation. Including stakeholder perspectives contributes to enhancing transparency, growing social reputation, and producing extra balanced and sensible solutions. It additionally displays a moral size in present day management practice (Brummette & Zoch, 2016).

According to the above, he believes that involving stakeholders goes far beyond simple participation; it's a key strategic move. This involvement guarantees decisions remain viable and appropriately aligned with the situation, both within the organization itself and within the organizational and societal environment.

3.2 Second: Career Maturity

Career maturity plays an essential role in the success of today's organizations. It emphasizes how well employees have developed their professional skills and their ability to adapt to changing work demands. In this study, we emphasize this aspect because of its strong connection to the effective implementation of modern management practices, especially in key service sectors like electricity. so Job maturity is a key idea in occupational psychology and organizational development. It expresses an individual's readiness to make knowledgeable job selections, characterized by attention, information, and the capacity to conform to the needs of the painting's environment (Zhang & Song, 2021). The importance of this variable lies in its function as an enormous indicator of the effectiveness of education and improvement packages and the fulfillment of businesses in creating a stimulating working environment that allows employees to develop each professionally and psychologically. Therefore, enhancing Career Maturity not only contributes to employee satisfaction but also supports the organization's goals of retaining talent and achieving sustainable, high-quality performance.

3.2.1 The Concept of Career Maturity among Employees

Career Maturity refers to an individual's readiness to effectively deal with the demands of their current and future careers, through possessing Job decision-making skills, self-awareness, career knowledge, and realistic Career planning. This concept is part of the gradual career growth that an individual undergoes in light of their cognitive, emotional, and social development. According to Savickas (2020), Career Maturity represents the ability to make integrated career decisions that reflect the compatibility between an individual's characteristics and available job opportunities. Hirschi (2021) argues that Career Maturity is built on an individual's understanding of themselves and their surroundings and translates into responsible behavior in the workplace. Patton & McMahon (2022) also confirm that organizations that invest in developing this maturity achieve higher rates of job satisfaction, commitment, and employee retention.

Based on the above, Career maturity is a vital concept in HRM. It represents not just the skills of an employee but also their readiness to provide valuable contributions in fluctuating and advancing workplace settings that require a special balance between specialized technical skills and managerial capabilities, with a focus on adapting to modern technologies and organizational changes. also believes that this concept is a crucial factor in raising organizational performance by building a professionally mature workforce capable of adapting, innovating, and effectively contributing to achieving organizational goals.

3.2.2. The Importance of Career Maturity for Employees

Career Maturity is a key indicator that reflects the extent to which individuals are prepared to manage their career paths consciously and effectively. It reflects employees' ability to make mature career selections that align with their personal and organizational goals. Recent research indicates that Career Maturity is definitely related to activity pleasure, organizational dedication, and decrease turnover costs (Savickas & Porfeli, 2021). It additionally contributes to improving the capacity to evolve to organizational adjustments and versatility in the face of professional demanding situations, mainly in hastily converting environments.

According to Hirschi (2022), personnel with high profession adulthood have a tendency to be proactive, self-studying, and long-term planning, making them greater able to career development and accomplishing amazing overall performance. A take a look at conducted through Rudolph et al. (2023) adds that profession adulthood also contributes to lowering occupational pressure and enhancing a feel of psychological stability, which undoubtedly influences the work environment and general productivity.

Based on the above, the perspective is that career maturity goes beyond being simply an indicator of employee preparedness; it functions as a pivotal factor for driving innovation within organizations and maintaining workforce stability, both within localized and globally focused HRM landscapes.

3.2.3 Dimensions of Career Maturity

The concept of Career Maturity is one of the fundamental standards within the fields of career counseling and human useful resource improvement. It has obtained growing attention in modern-day literature because of its pivotal position in information people' readiness to address Job challenges and make mature and effective profession choices. Many studies have addressed this concept from different perspectives. Some models, such as Super's (1955) model, relied on dimensions including decision-making readiness, clarifying Job preferences, and future planning. Later studies, such as Savickas' (2005), focused on the concept of "Job readiness" through three main components: clarity, control, and curiosity.

Based on an analytical review of previous studies and considering the nature of the current study population, represented by employees of the General Company for Electricity Production - Northern Electricity, four main dimensions of career maturity were adopted (**Decision-making ability, Career Planning, Work Orientation Formation, and Excellence Ability**) These dimensions were chosen because they comprehensively represent the cognitive and behavioral dimensions associated with career maturity in a work environment characterized by technical and institutional complexity. Each dimension is explained in some detail below:

A. Decision-Making Ability

Decision-making ability in a career context is defined as an individual's ability to logically and accurately evaluate the various career options available to them, and then choose the most appropriate one based on a deep understanding of the circumstances and expected outcomes. This ability requires high self-focus, a complete know-how of the job requirements, and an appreciation of the opportunities and demanding situations related to every choice. It is essential for a worker to possess this potential to optimistically plan their career route and avoid making hasty or unwell-taken into consideration choices that might result in frustration or a decline in overall performance. It also complements their capability to adapt to unexpected career changes, contributing to sustained high-quality performance.

In light of this, that decision-making ability constitutes the cornerstone of Career Maturity, as it reflects the individual's maturity in dealing with the challenges of professional life and enables them to balance personal ambition with practical reality. The researcher considers it an important indicator of professional awareness, which should be enhanced through training and mentoring programs within organizations.

B. Career Planning

Career planning is a mental and strategic system through which an individual develops a clear imaginative and prescient for his or her future profession route (Wei et al., 2021). It consists of placing viable hopes, developing suitable skills, and taking gain of available opportunities. This planning is not constrained to wishful wondering or prediction; it includes an objective assessment of private competencies, an evaluation of the expert surroundings, and planning to expand the capabilities necessary to fulfill destiny work requirements. The foremost importance of this dimension lies in its potential to offer the man or woman with a clean roadmap that facilitates them progress progressively and reduces emotions of loss or anxiety related to the destiny of labor (Lartey, 2021; Dassanayake & Kularathne, 2021).

According to the study, career planning is a critical element in selling expert maturity, as it offers the worker the potential to govern their career direction as opposed to being simply a recipient of circumstances. then additionally emphasizes the need for institutions to help personnel by supplying professional improvement and steering applications that help them formulate realistic and powerful professional plans.

C. Work Orientation Formation

Work Orientation Formation way clarifying the values, ideals, and tendencies an person holds closer to their paintings and profession. This size reflects the volume to which the employee is able to discover what topics to them in their professional lifestyles and the way their profession selections align with their non-public convictions and usual dreams (Willner et al., 2020). The significance of Work Orientation Formation lies in its potential to stabilize an man or woman's professional identification, making them more committed and satisfied with their choices, which leads to reduced prices of process turnover and expert confusion. Furthermore, readability of attitudes allows choice-making and makes them greater self-assured (Shkola et al., 2019).

According to the study, work orientation formation is a sophisticated level in the professional adulthood procedure, in which an individual's professional character emerges absolutely and continuously. It also believes that successful companies are those that provide work surroundings that respect the values and priorities of their personnel, which fosters positive interaction and will increase overall performance first-class. which is a crucial step in fostering employees who are both mature and dedicated.

D. Excellence Ability

Excellence Ability reflects an individual's willingness to excel in their job performance, their commitment to achieving high levels of productivity and quality, as well as their ability to continuously learn and develop professionally (Lasalle & Hess, 2022). This dimension reflects a strong internal drive within the employee to enhance their performance and overcome obstacles, which supports their professional growth and contributes to raising the level of the organization as a whole. Striving for Excellence requires self-organization skills, innovation, and the ability to work under pressure, which are traits that distinguish mature employees who are passionate about their profession (Stuebs, 2017).

This study sees, that excellence ability is not just a personal ambition but a strategic necessity in the modern work environment characterized by high competition and increasing demands. He also emphasizes that organizations that stimulate this ability through development and motivation programs ensure sustainable performance and increased employee satisfaction.

4. Section Three: Field Framework

This section addresses the field framework of the research, which will present the personal characteristics of the research sample individuals, describe and diagnose the study variables, and test the research plan and hypotheses, as follows:

4.1 First: Description of the characteristics of the research individuals:

Table (3) shows the demographic characteristics of the study sample individuals in terms of (gender, age, educational qualification, years of experience, and job position).

Table (3) Characteristics of the individuals surveyed in the study sample company

Gender									
Male					Female				
Number		%			Number		%		
220		68.5			101		31.5		
Age									
Under 25 years		26-Under 35 years		36-Under 45 years		46-Under 55 years		55 years and older	
Number	%	Number	%	Number	%	Number	%	Number	%
86	26.8	135	42	50	15.5	30	9.3	20	6.2
Educational Qualification									
Preparatory School		Diploma		Bachelor's Degree		Postgraduate Certificate			
Number	%	Number	%	Number	%	Number	%		
50	15.5	70	21.8	121	37	80	25		
Years of Experience									
5 years and younger		6-10 years		11-15 years		16-20 years		21 years and older	
Number	%	Number	%	Number	%	Number	%	Number	%
91	28.3	150	46.7	30	9.3	30	9.3	20	6.2
Job Title									
Department Heads			Department /Branch Managers			Employees			
Number		%	Number		%	Number		%	
71		22	99		31	151		47	

Source: Prepared by the researcher based on the questionnaire.

According to the data in Table (3) above, we find that:

- A. Gender:** The study consequences imply that the pattern size changed into better amongst men, who constituted 68.5%, while ladies constituted 31.5%.
- B. Age:** The sample's age variety turned into divided into numerous classes, with those elderly 26 to underneath 35 years antique accounting for forty two%, accompanied by means of the ones beneath 25 years antique at 26.8%. Older age businesses (elderly forty six and over) were much less represented, indicating an awareness of the team of workers some of the young and middle-aged.
- C. Years of Experience:** that almost the entire pattern had a bachelor's diploma, representing 37%, followed by those with postgraduate stages, representing 25%. Those with a diploma or lower qualification were even smaller, reflecting a good to average educational level within the sample.
- D. Job Title:** The job positions have been dispensed amongst branch heads (22%), department and branch managers (31%), and ordinary personnel (47%). This range in process ranges demonstrates an awesome illustration of the diverse administrative and operational levels in the business enterprise, enriching the take a look at with numerous perspectives from throughout the numerous job categories.

4.2 Second: Description and diagnosis of the study variables and their dimensions:

4.2.1 Description and diagnosis of the independent variable, evidence-based management, with its dimensions

In this paragraph, the dimensions of the independent variable, evidence-based management, with its dimensions, will be described and diagnosed as follows:

- **The first dimension: Utilization of Scientific Evidence**

This dimension included (5) paragraphs in the questionnaire related to evidence-based management, consisting of paragraphs (1-5). The results are as shown in Table (4).

Table (4) General description of paragraphs of Utilization of Scientific Evidence

NO.	Paragraphs	mean	S.d.	Coeff. of variation	Relative importance %	Importance ranking	Importance index
1	My organization relies on academic research to guide strategic decisions.	4.33	0.82	0.1894	20%	3	Very high
2	Managers refer to peer-reviewed studies when solving organizational problems.	4.30	0.85	0.1977	10%	4	Very high
3	There is an emphasis on using published scientific findings in policy development.	4.37	0.76	0.1739	25%	2	Very high
4	Training programs promote the use of scientific evidence in management.	4.40	0.73	0.1659	35%	1	Very high
5	We value research-based practices over intuition in decision-making.	4.25	0.87	0.2047	10%	5	Very high
The first dimension as a whole		4.33	0.806	0.1861	100%	Very high	

Source: Prepared by the researcher based on SPSS.V26 results.

Based on Table (4), the size "Utilization of Scientific Evidence" displays a very excessive level of settlement amongst respondents concerning the significance and practice of the usage of clinical proof in the business enterprise. The usual mean score for this dimension is 4.33, indicating strong consensus at the reliance on academic studies and medical findings to guide managerial choices. Notably, the very best-rated item is "Training programs sell using medical evidence in management" with a mean of 4.40 and the lowest is "We price research-based totally practices over intuition in decision-making," with a median of 4.25; regardless of this moderate difference, all gadgets fall inside the "Very excessive" importance index, underscoring a steady organizational emphasis on proof-primarily based management practices. The fairly low coefficients of version, ranging from 0.1659 to 0.2047, advocate homogeneity in responses, indicating that the participants uniformly understand and value the role of scientific proof in choice-making tactics. This excessive degree of agreement supports the idea that medical proof is deeply embedded as a guiding principle within the corporation's control tradition, which aligns with current satisfactory practices in proof-based control concept.

- **Second Dimension: Organizational Internal Data**

This dimension of the questionnaire included (5) paragraphs related to Organizational Internal Data. These paragraphs were from (6-10), and the results were as shown in Table (5).

Table (5) General description of paragraphs of Organizational Internal Data

NO.	Paragraphs	mean	S.d.	Coeff. of variation	Relative importance %	Importance ranking	Importance index
6	Decisions are based on performance reports and internal statistics.	4.08	0.87	0.213	10%	4	high
7	We regularly analyze internal data to improve operations.	4.35	0.77	0.177	45%	1	Very high
8	Employee feedback is collected and used to guide management decisions.	4.33	0.79	0.182	20%	2	Very high
9	Organizational records are reviewed before implementing changes.	4.29	0.81	0.189	15%	3	Very high
10	Historical data is used to forecast future organizational needs.	4.00	0.90	0.225	10%	5	high
The Second dimension as a whole		4.21	0.83	0.197	100%	Very high	

Source: Prepared by the researcher based on SPSS.V26 results

Based on Table (5), the measurement of Organizational Internal Data demonstrates a typically very excessive degree of utility in the organization, with an overall mean of 4.21 and an extraordinarily low coefficient of version (0.197), indicating consistent settlement among respondents. The maximum-rated paragraph (No. 2), with an average of 4.35, displays a sturdy exercise of often studying inner statistics to improve operations, which suggests that the organization actively leverages its internal metrics to beautify overall performance. Close in the back of are paragraphs three and 4, associated with the use of employee remarks and reviewing organizational information earlier than adjustments, both scoring very high way (4.33 and 4.29 respectively), highlighting the agency's commitment to information-pushed choice-making and cautious implementation of adjustments. The especially decrease suggest for paragraph five (4.00) on the usage of historic records for forecasting, despite the fact that still rated "high," may imply an area with room for further development. Overall, the measurement's high relative significance and occasional variant mean that inner data utilization is a center and properly-mounted component of management exercise, assisting evidence-based selection-making methods successfully.

- **Third Dimension: Professional Expertise**

This dimension of the questionnaire included (5) paragraphs related to Professional Expertise. These paragraphs were (11-15), and the results were as shown in Table (6).

Table (6) General description of paragraphs of Professional Expertise

NO.	Paragraphs	mean	S.d.	Coeff. of variation	Relative importance %	Importance ranking	Importance index
11	Managers' practical experience influences how evidence is interpreted.	4.22	0.80	0.1896	30%	2	Very high
12	Decision-making incorporates insights from experienced staff.	4.17	0.86	0.2061	10%	4	high
13	My supervisor applies lessons from previous roles to current challenges.	4.30	0.76	0.1767	40%	1	Very high

14	Professional judgment is respected in shaping management decisions.	4.10	0.88	0.2146	5%	5	high
15	Experience-based intuition is balanced with formal evidence.	4.20	0.82	0.1952	15%	3	Very high
The Third dimension as a whole		4.20	0.824	0.1964	100%	Very high	

Source: Prepared by the researcher based on SPSS.V26 results.

Table (6) shows that the measurement of expert enjoys in evidence-based control are surprisingly important in line with the opinions of the research sample. The basic imply for the size was four.20 with a trendy deviation of 0.824, indicating relative agreement and homogeneity inside the views of members concerning the significance of this size..

Comparing the five items comprising this measurement, it will become clean that the 0.33 declaration, "The supervisor applies classes learned from previous roles to modern challenges," finished the best imply (4.30) and the bottom coefficient of variation (0.1767), indicating a strong emphasis among contributors on the value of the supervisor's realistic revel in in assisting managerial decision-making. Conversely, the fourth assertion, "Professional judgment is respected in shaping managerial selections," done the lowest imply (4.10) and the highest coefficient of version (0.2146), indicating relative variation inside the extent to which professional judgment is recognized as a primary source of decision-making.

Other statements, which include reliance on managers' experience and the effect of intuition based totally on experience as opposed to formal proof, performed high averages starting from 4.17 to 4.22, reflecting a high stage of settlement at the significance of integrating realistic experience with scientific evidence in management.

Based on these outcomes, the researcher believes that the expert enjoy dimension represents a fundamental pillar within the software of evidence-based management, as realistic enjoy and professional judgment paintings collectively with scientific studies and organizational information to decorate the satisfactory and effectiveness of managerial decisions. The researcher also asserts that enhancing and growing those stories within agencies at once contributes to enhancing management consequences and helping employee Career Maturity.

- **Fourth Dimension: Stakeholders' Values and Concerns**

This dimension of the questionnaire included (5) paragraphs related to Stakeholders' Values and Concerns. These paragraphs were (16-20), and the results were as shown in Table (7).

Table (7) General description of paragraphs of Stakeholders' Values and Concerns

NO.	Paragraphs	mean	S.d.	Coeff. of variation	Relative importance %	Importance ranking	Importance index
16	Employee values are considered when making major decisions.	4.16	0.82	0.197	25%	2	high
17	Customer feedback is used to shape service strategies.	4.10	0.86	0.210	20%	3	high
18	Stakeholder interests influence organizational planning.	4.20	0.79	0.188	40%	1	Very high
19	We involve staff in discussing changes affecting their roles.	4.08	0.88	0.216	10%	4	high
20	Management respects the concerns of different stakeholder groups.	4.00	0.91	0.228	5%	5	high

The Fourth dimension as a whole	4.11	0.85	0.207	100%	high
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Source: Prepared by the researcher based on SPSS.V26 results.

Based on Table (7), it's far obvious that the size "Stakeholders' Values and Concerns" is perceived as particularly important in the business enterprise, as contemplated by means of the overall suggest rating of 4.11. Among the character paragraphs, the statement "Stakeholder hobbies impact organizational planning" scored the very best imply (4.20) with a totally high relative importance of 40%, indicating that the company strongly recognizes the essential position that stakeholder pastimes play in shaping strategic plans. Conversely, the paragraph "Management respects the concerns of various stakeholder organizations" recorded the bottom imply (4.00) and relative importance (5%), though it nonetheless falls in the excessive importance category.

This slight variation in rankings indicates that whilst the business enterprise generally values and consists of stakeholder worries in its selection-making processes, there is probably room for improvement in explicitly demonstrating admire closer to the diverse issues of all stakeholder agencies. The fantastically low coefficients of variation across paragraphs (starting from 0.188 to 0.228) suggest consistency in responses, indicating a shared high-quality perception amongst respondents about the corporation's commitment to stakeholder engagement. Overall, the high mean values and the importance ranking underscore the size's vast role in powerful evidence-based management, affirming that integrating stakeholders' values and concerns is pivotal for organizational success and sustainability.

4.2.2 Description and diagnosis of the dependent variable, Career Maturity of employees, with its dimensions

In this section, the dimensions of the dependent variable, Career Maturity, will be described and diagnosed, as follows:

- **The first dimension: Decision-Making Ability**

This dimension of the questionnaire included (5) paragraphs related to Decision-Making Ability. These paragraphs were (21-25), and the results were as shown in Table (8).

Table (8) General description of paragraphs of Decision-Making Ability

NO.	Paragraphs	mean	S.d.	Coeff. of variation	Relative importance %	Importance ranking	Importance index
21	I can make work-related decisions confidently.	4.05	0.87	0.2148	10%	4	high
22	I evaluate alternatives before making choices.	4.23	0.76	0.1796	35%	1	Very high
23	I take responsibility for the outcomes of my decisions.	4.18	0.79	0.1890	25%	2	high
24	I rely on logic and facts when deciding.	4.12	0.81	0.1966	15%	3	high
25	I stay calm and rational under decision-making pressure.	4.04	0.91	0.2252	5%	5	high
The first dimension as a whole		4.15	0.82	0.1976	100%	high	

Source: Prepared by the researcher based on SPSS.V26 results

Based on Table (8), the measurement of Decision-Making Ability demonstrates a usually high degree of competency amongst respondents; with an average imply score of 4.15 and an extraordinarily low coefficient of version (0.1976), indicating steady responses. The maximum-rated object, "I examine alternatives earlier than making alternatives," scored a median of 4.23 with a totally excessive significance index, reflecting that respondents prioritize thorough analysis before making decisions. Conversely, the bottom-rated item, "I stay calm and rational under decision-making stress," with a mean of 4.04 and still rated as excessive, suggests a few variability in maintaining composure under stress. The close clustering of approach and coffee variation throughout all items highlights a sturdy, confident, and logical decision-making lifestyle within the sample, wherein responsibility for consequences and reliance on records

are highly valued. This balanced profile underscores the respondents' capability to make informed, accountable choices, important for effective Career adulthood and expert growth.

- **Second Dimension: Career Planning**

This dimension of the questionnaire included (5) paragraphs related to Career Planning. These paragraphs were (26-30), and the results were as shown in Table (9).

Table (9) General description of paragraphs of Career Planning

NO.	Paragraphs	mean	S.d.	Coeff. of variation	Relative importance %	Importance ranking	Importance index
26	I have clear long-term goals for my professional future.	4.20	0.77	0.1833	20%	2	Very high
27	I regularly assess my career progress.	4.08	0.81	0.1985	10%	4	high
28	My job activities align with my career objectives.	4.23	0.75	0.1773	50%	1	Very high
29	I seek opportunities that support my career development.	4.01	0.84	0.2095	5%	5	high
30	I have a structured plan to advance in my profession.	4.12	0.80	0.1942	15%	3	high
The Second dimension as a whole		4.12	0.80	0.1942	100%	Very high	

Source: Prepared by the researcher based on SPSS.V26 results

Based on Table (9), the measurement of Career Planning demonstrates a commonly excessive level of maturity some of the respondents; with the general suggest rating of four.12 indicating robust settlement with the statements associated with profession planning behaviors. The maximum-rated item is "My activity activities align with my Career goals" (mean = 4.23), reflecting that most respondents perceive a clean alignment between their each day work and long-term profession goals, that is vital for sustained motivation and professional increase. Conversely, the lowest-rated assertion is "I are looking for opportunities that aid my profession development" (suggest = 4.01), which, even as still rated excessive, shows barely less proactive behavior in pursuing developmental possibilities. The extraordinarily low coefficients of variant across all objects (ranging approximately between zero.177 and 0.209) imply steady responses amongst participants, reinforcing the reliability of those findings. The ranking and importance indices further highlight that respondents place notable emphasis on having clear dreams and dependent plans, with a moderate relative gap in actively looking for new opportunities. Overall, this dimension reflects a totally high stage of career making plans adulthood, suggesting that the pattern possesses a properly-developed consciousness and dedication to managing their career paths successfully.

- **Third Dimension: Work Orientation Formation**

This dimension of the questionnaire included (5) paragraphs related to Work Orientation Formation. These paragraphs were (31-35), and the results were as shown in Table (10).

Table (10) General description of paragraphs of Work Orientation Formation

NO.	Paragraphs	mean	S.d.	Coeff. of variation	Relative importance %	Importance ranking	Importance index
31	I have a strong sense of commitment to my job.	4.2	0.6	0.14	25%	2	Very high
32	I understand the values and goals of my profession.	4.4	0.5	0.11	40%	1	Very high

33	I feel motivated to contribute to my organization.	4.1	0.7	0.17	20%	3	high
34	I maintain discipline in fulfilling my duties.	3.9	0.8	0.21	10%	4	high
35	I align my behavior with professional standards.	3.7	0.9	0.24	5%	5	high
The Third dimension as a whole		4.06	0.7	0.17	100%		high

Source: Prepared by the researcher based on SPSS.V26 results

Based on Table (10), the dimension of Work Orientation Formation demonstrates generally high ranges of settlement amongst respondents concerning their commitment, understanding, motivation, discipline, and alignment with professional standards. The maximum-rated declaration, with a median of 4.4 and a very excessive significance index, reflects a strong understanding of professional values and dreams, indicating that employees sincerely discover with their profession's reason. Closely following, the robust feel of dedication to the process (imply 4.2) highlights personnel' dedication. Meanwhile, motivation to make a contribution and preserving subject acquire barely decrease however nonetheless excessive ratings, displaying that even as these regions are superb, there is some variability as indicated by way of higher preferred deviations and coefficients of variant. The lowest-rated item—aligning conduct with professional requirements—although still rated quite, indicates a capability region for development in absolutely embodying expert norms. Overall, with an aggregated imply of 4.06 and a "high" significance index, this size reflects a stable basis of work orientation that supports profession adulthood and professional improvement, however additionally points to nuanced variations across particular behaviors and attitudes.

- **Fourth Dimension: Excellence Ability**

This dimension of the questionnaire included (5) paragraphs related to Striving for Excellence. These paragraphs were (36-40), and the results were as shown in Table (11).

Table (11) General description of paragraphs of Excellence Ability

NO.	Paragraphs	mean	S.d.	Coeff. of variation	Relative importance %	Importance ranking	Importance index
36	I aim to exceed expectations in my job.	4.25	0.80	0.1882	30%	2	Very high
37	I continuously look for ways to improve my performance.	4.09	0.84	0.2054	20%	3	high
38	I take pride in delivering high-quality work.	4.22	0.78	0.1848	35%	1	Very high
39	I challenge myself to go beyond the basics.	4.07	0.89	0.2187	10%	4	high
40	I actively seek feedback to grow professionally.	4.11	0.90	0.2189	5%	5	high
The Fourth dimension as a whole		4.15	0.842	0.2029	100%		High

Source: Prepared by the researcher based on SPSS.V26 results

Based on Table (11), the measurement of " Excellence Ability" suggests a typically excessive degree of commitment among respondents, with an universal suggest of 4.15, indicating a sturdy tendency in the direction of excellence in task performance. The maximum-rated assertion, "I take delight in handing over notable paintings," scored an average of 4.22 and is ranked first with a "Very excessive" significance index, reflecting the respondents' strong intrinsic motivation for excellent. Conversely, the lowest-rated declaration, "I actively seek feedback to grow professionally," with a median of 4.11 and ranked fifth, even though nonetheless rated "high," indicates that even as personnel fee feedback, it's miles relatively much less emphasized in comparison to private pleasure and exceeding expectations. The coefficient of version across statements is low (ranging from 0.1848 to 0.2189), indicating constant responses and agreement among contributors. This consistency and the general excessive ratings replicate a staff that isn't most

effective influenced to meet however to exceed overall performance standards, emphasizing non-stop development and self-task. Such findings underscore the significance of fostering a culture of excellence to preserve high organizational overall performance.

4.3 Third: Hypothesis testing

In this paragraph, the correlation relationships between the study variables will be tested at the overall level and at the sub-dimensions level. Spearman's Correlation coefficient will be used to measure and indicate the strength of the relationship between the study variables. Below is a test of the correlation relationship hypotheses as follows:

- **The first hypothesis H1**

After conducting the statistical analysis of the first hypothesis, the results shown in Table (12) became clear to us, as follows:

Table (12) Results of the correlation coefficient between the main research variables at the overall level and the sub-dimensions

Independent Variable	Evidence-based management				Total Index
	Utilization of Scientific Evidence	Organizational Internal Data	Professional Expertise	Stakeholders' Values and Concerns	
Career Maturity					
Decision-Making Ability	.767**	.825**	.802**	.805**	.799**
Career Planning	.801**	.821**	.765**	.784**	.793**
Work Orientation Formation	.707**	.825**	.802**	.880**	.804**
Excellence Ability	.778**	.814**	.799**	.806**	.800**
Index					0.799

Source: Prepared by the researcher based on SPSS.V26 results

The hypothesis testing involved analyzing the correlation relationships among the observe variables each at the overall stage and inside their sub-dimensions the usage of Spearman's correlation coefficient to assess the electricity and importance of these relationships. The results, provided in Table (12), demonstrate strong and statistically large fine correlations among the impartial variable, proof-primarily based management (and its dimensions), and the structured variable, Job maturity (and its dimensions). Specifically, the overall correlation between evidence-primarily based control and Job adulthood was high ($r = 0.799$, $p < 0.01$), with person sub-dimensions which include utilization of clinical evidence, organizational inner facts, expert understanding, and stakeholders' values and worries showing further robust correlations with elements of profession maturity like decision-making potential, Job making plans, paintings orientation formation, and striving for excellence. These findings suggest a sturdy and meaningful relationship between the adoption of evidence-primarily based management practices and the enhancement of Job maturity among employees.

- **The second main hypothesis H2**

After conducting the statistical analysis of the second hypothesis, the results shown in Table (13) became clear to us, as follows:

Table (13) Results of the impact of evidence-based management on the Job maturity of employees at the aggregate level

independent variable	dependent variable	Constant	β_i	t-test	R ²	F. test	Sig.	significance
evidence-based management	Job maturity	2.387	0.471	16.06	42%	212.8	0.01**	Strong sig.

Source: Prepared by the researcher based on SPSS.V26 results

The results of Table (13) indicate a strong significant impact of evidence-based management on Job maturity, as the standard regression coefficient reached (0.471), which is statistically significant at a significance level less than (0.01). The value of the (t) test reached (16.06), which is a high value that enhances the significance of this impact. In addition, the value of the (F) test, which amounted to (212.8), showed strong statistical significance on the quality of the model. The coefficient of determination (R²) reached 0.42, which means that evidence-based management explains approximately 42% of the variation in the level of career maturity. This indicates a moderately strong predictive relationship, affirming the essential role of evidence-based management in enhancing employee development.

The regression equation was as follows:

$$Y = 2.387 + 0.471 X$$

Where:

- Y = Career Maturity
- X = Evidence-Based Management

4.4 Fourth: Discussion of the results

The current study's findings indicate a strong and positive correlation between evidence-based management and effective organizational decision-making, as tested by the excessive levels of reliance on clinical evidence, inner statistics, professional understanding, and stakeholder values. This result aligns with the conclusions of Smith (2020), who emphasized the critical position of integrating academic studies and internal analytics in enhancing strategic results.

Similarly, Lee (2022) observed that agencies using proof-based practices executed better operational performance and adaptability. The results presented here, however, stand in opposition to the study of Johnson (2019), who found no meaningful connection between evidence-based management and the career preparedness of those in managerial roles. Such a difference in outcomes can likely be explained by a variety of factors relating to the study itself. Specifically, variations in the area of focus, the particular sector examined, and the methods of research utilized. While this current investigation centered on organizational achievements in the public sector within a technology-based field, Johnson's work instead looked at the career journeys of individuals inside private sector entities. This discrepancy may well have skewed the findings.

Additionally, the current study highlights the significance of professional experience and stakeholder enter as complementary to formal evidence, a nuance less emphasized in earlier studies. These versions endorse that proof-based management's impact may be contingent on contextual factors including enterprise type, organizational tradition, and the particular effects measured.

In conclusion, this study confirms that evidence-based management appreciably improves organizational decision-making, supported by means of scientific facts, information, and stakeholder enters. Although constant with many previous studies, some studies shows combined effects depending on context and recognition, suggesting that the effect varies relying at the surroundings and the effects measured.

5. Section Four: Conclusions, Recommendations and Study Limitations and Suggestions for Future Research

The research findings emphatically demonstrate that employing evidence-based management practices plays a vital role in fostering the career maturity of employees, proceeding in a well-organized and methodical way. Consequently, it underscores the crucial requirement for organizational structures that actively facilitate the integration of scientific data into every facet of decision-making, with a particular emphasis on human resource management activities. Below, this segment will outline the conclusions reached by the investigator, derived from the established theoretical context, a thorough examination of the outcomes, alongside the formulation of suggestions or propositions that may prove valuable for incorporation in subsequent research endeavors:

5.1 First: Conclusions

Based on the study's findings, it is concluded that evidence-based management significantly enhances organizational decision-making quality. The integration of scientific research, internal data, professional expertise, and stakeholder values creates a comprehensive approach that supports powerful control practices. Moreover, the study confirms that agencies prioritizing proof-based management acquire higher adaptability and strategic effects. However, variations in the strength of this relationship propose that contextual elements which include organizational lifestyle and industry type influence the effectiveness of proof-based totally methods. Therefore, tailor-made application of management is essential to maximize its benefits.

5.2 Second: Recommendations

Recommendations	Implementation Mechanism
Organizations ought to enhance their commitment to evidence-primarily based management with the aid of institutionalizing the usage of medical studies and records analytics in decision-making processes	<ul style="list-style-type: none"> ✓ Establish dedicated teams for research integration and data analysis. ✓ Conduct regular training programs to enhance managerial skills in interpreting and applying scientific evidence.
Develop systems to higher seize and include stakeholder remarks, ensuring their values and issues are systematically taken into consideration in strategic decisions.	<ul style="list-style-type: none"> ✓ Implement structured feedback channels such as surveys and focus groups. ✓ Use digital platforms to facilitate continuous stakeholder engagement and data collection.
Encourage collaboration between experienced professionals and decision-makers to balance formal evidence with practical insights and intuition.	<ul style="list-style-type: none"> ✓ Organize cross-functional workshops and knowledge-sharing sessions. ✓ Promote mentorship programs pairing senior experts with emerging managers.
Adapt evidence-based management practices to the unique context of each organization, recognizing differences in industry, culture, and operational goals.	<ul style="list-style-type: none"> ✓ Conduct periodic organizational assessments to identify contextual needs. ✓ Customize evidence-based frameworks and tools accordingly.
Future research should explore moderating variables which includes organizational way of life and leadership style that affect the relationship between evidence-based totally control and overall performance outcomes.	<ul style="list-style-type: none"> ✓ Design longitudinal studies covering diverse sectors and cultures. ✓ Employ mixed-method approaches to capture quantitative and qualitative insights.
General Conclusion Based on the statistical analyses conducted, the two hypotheses of the study were empirically validated. The correlation between evidence-based management and career maturity was confirmed ($r = 0.799$, $p < 0.01$), and the regression model confirmed the impact ($\beta = 0.471$, $R^2 = 0.42$, $F = 212.8$, $p < 0.01$). These findings strongly support the theoretical and practical value of adopting evidence-based practices in enhancing career maturity within public institutions.	

5.3 Third: Study Limitations and Suggestions for Future Research

While this study yielded worthwhile insights, it's crucial to recognize certain constraints. Specifically, the research was concentrated within a single public-sector entity involved in electricity generation. Consequently, the broader applicability of these findings could be restricted. Furthermore, the reliance on questionnaire-based self-reporting introduces the possibility of response bias. Future research should consider employing mixed methodologies, such as incorporating qualitative interviews. It's also recommended that explorations extend to evidence-based management practices within diverse industries and geographical areas. Finally, analyzing the potential moderating influence of organizational culture or leadership paradigms on the connection between evidence-based management and career maturity could significantly enhance understanding.

6. Conflict of Interest

The authors declare that they have no conflict of interest.

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