

Impact of Frequent Relocation on Professional Development and Skill Acquisition

Abstract

The research explored the impact of frequent relocation on professional development and skill acquisition, focusing on the nomadic lifestyle's influence on career growth of employees. The research enhances the understanding of how mobility affects the employee's long-term skill-building, career progression, and career satisfaction in food and beverages and in the textile Industry of Pakistan. The research expands on the difficulties faced by employees in integrating into new organizational cultures and teams, as well as the impact of mobility on their professional identity and skills development. The research is primary and conducted with pure qualitative methodology and an exploratory inductive approach. The researcher adopts the Interpretivism research philosophy to explore the phenomena and the dimensions of frequent mobility with its impacts on professional development and skills development. The researcher adapted a Phenomenological research design based on Interpretative Phenomenological Analysis (IPA), to explore the context of the nomadic lifestyle's influence on the long-term skills development approach. The researcher conducted 10 in-depth semi-structured interviews with employees of the food beverages and textile industries of Pakistan. The researcher performed data analysis using NVIVO 14.0 to generate the coding from written transcriptions and based on the coding the themes were generated. The researcher explains the key themes that emerged from the interviews, including the impact on career stability and progression, skill development and adaptability, networking, and relationship building of employees. The other themes include professional identity and expertise, work-life balance, and personal well-being are also affected due to frequent mobility and relocation to other cities and regional offices. The research findings reveal that frequent relocation enhances adaptability, cross-functional and cross-cultural competence, and diverse skill acquisition, it also disrupts career stability and progress. The research results explore valuable insights into the complexities of a nomadic career and provide practical recommendations for organizations and professional development. The research also recommends that to overcome the challenges of low frequent relocation having positive impacts on employee professional development and career growth. The research is useful for industry and policymakers to analyze the issues of frequent mobility influences on career trajectories professional development and along with employee morale and satisfaction.

Keywords: *Frequent relocation, professional development, Career stability and progression, skill development and adaptability, networking and relationship building, professional identity, work-life balance and personal well-being.*

1. Introduction

1.1 Background of research and Research Problem

The research was conducted to explore the dimensions of frequent relocation, professional development, and skill acquisition in various sectors of Pakistan. The individuals adopt nomadic or highly mobile career paths due to the advent of technology and the availability of remote work changing the dimensions of work in organizations. The organizations become increasingly flexible and globalized, professionals often face opportunities and challenges associated with frequent movement across roles, industries, and remote locations (Bednorz, 2024). Due nomadic lifestyle of employees can shape career trajectories, influencing factors such as career growth, networking opportunities, and skill development. The employees who relocate often gain exposure to diverse environments, industries, and cultures, allowing them to develop a broad skill set and adaptability At the same time they face issues

of skills development, leadership roles, and professional development. Within increasing relocations, the employees face a lack of a stable professional environment and this can disrupt long-term career progression, making it difficult to achieve deep specialization and build a consistent career trajectory with career growth in an organization (Edlow, 2023).

The frequent relocations may complicate the process of building long-term professional relationships, which are often essential for mentorship and career advancement (Pylypenko et al., 2023). Due to frequent relocations, the employee's exposure to a wide range of work cultures and practices can foster cross-cultural competence, and enhance networking capabilities across various industries, and through this employee understanding of various cultures increases along with management skills. The researchers argue that over time mobility and frequent relocation affect employee wellbeing, and work-life balance and affect the performance in long term due to low performance and work-life balance career progression is also sacrificed (Celestine, 2024).

The purpose of this research is to explore how individuals navigate these dual aspects of mobility gaining diverse experiences while coping with the instability in their career growth and development. The employees face issues of professional growth and career path due to mobility and relocation, thus digital nomadism is the way to provide remote working opportunities to employees rather than frequent relocation (Guo, 2020). The researcher evaluates the process of how the nomadic lifestyle affects career satisfaction, personal well-being, and long-term career outcomes. The research study seeks to provide insights into how professionals can balance the opportunities and challenges that come with frequent mobility to various regional branches and employees understanding these dynamics is crucial for them and organizations in adapting to the demands of the modern, remote work options and with the flexible working environment (Gunz, 2022).

This issue is prevalent and due to this remote work and global job opportunities have led to more professionals adopting nomadic lifestyles. According to (Fidler et al., 2022), frequent relocation affects professional development, skill acquisition, and career growth for both individuals and organizations. The employees are looking for diverse work environments along with job satisfaction, work-life balance, and career growth, but mobility and relocation they face unique challenges related to career stability, networking, and personal well-being. The research conducted by (Edlow, 2023), Identified the impacts can help organizations better support remote employees, while individuals can make informed career decisions, and employees can work from remote stations without relocation and adopt nomadic lifestyles. The researcher elaborates on the (Arfia et al., 2022), management and organization advice strategies that balance the benefits of mobility with the need for stability in the career progression of employees with the adoption of nomadic lifestyle platforms and remote work careers to improve the employee skills and morale.

The researcher adapted the social capital and human capital and research explores the insights and elaborates on the importance of networks and relationships in career advancement. The social development theory elaborates employees need to work specific place to understand the culture and people and can perform well within the dynamics of a given environment. The theory extends the analysis as frequent relocation can challenge the formation of lasting professional connections, which are crucial for long-term career success (Pylypenko et al., 2023). The theory of Human Capital Theory explains that skill acquisition and personal development contribute to an individual's economic value and performance in the workplace. Considering the perspective of theory and

employee mobility and relocation can enhance skill acquisition by exposing individuals to varied work environments and responsibilities (Kuzminov et al., 2023). The theory provides the insights that without a stable work environment, professionals may struggle to gain deep, specialized knowledge. There are various issues relating to the frequency of mobility and transfer of employees that reduce their abilities and professional development of employees (Faggian et al., 2019).

Research Questions

Overarching research question;

RQ: How long-term effects of frequent relocation and mobility affect the lack of skill acquisition and disrupted career trajectory through professional development?

The derived research questions are;

Q: 1 How Nomadic lifestyle influence opportunities for career growth, networking, and skills development within a stable professional environment?

Q: 2 Why frequent mobility have long-term effects on skill-building and career trajectory through understanding of career satisfaction?

Q: 3 How frequent relocation affected overall career satisfaction and sense of stability in employees profession?

Q: 4 Why relocations and moving between different roles and locations have influenced employees skill development and career growth along with work-life balance in long term?

The research contributes to the understanding of how career development, mobility, and skill acquisition within the context of a nomadic lifestyle can be expanded on Social Capital Theory and Human Capital Theory. There are various challenges faced by traditional views of career growth and networking, suggesting that frequent relocation can create diverse and extensive professional networks across industries and regions, allowing professionals to connect with a broad range of people with a range of opportunities (Ray, 2023). The research study examines how mobility affects skill acquisition, revealing that while nomadic professionals develop a wide range of transferable skills through exposure to different work environments and roles, they often lack the specialization and low skills of employees. The theoretical contribution enriches the analysis of how frequent mobility impacts professional networks, skill-building, and long-term career trajectories, especially in environments that lack stability to employees in various industries and this affects the growth and development along with leadership roles of employees (Lim et al., 2019).

1.2 Explore Importance of the Problem

The organization is facing challenges in managing the balance between employees' relocation and mobility and nomadism work lifestyle. The frequent relocation creates issues for employees and the growing trend of mobile and remote work, where professionals increasingly adopt a nomadic lifestyle (Ray, 2023). The organization become more globalized and flexible, expansion of the organization to other cities urban and rural areas, and other economies requires the relocation of employees, but considering the frequent relocation is an issue for their personal growth and development and skills development (de Sousa, 2025). At the same time, mobility can offer diverse opportunities for career growth, skill acquisition, and networking, it also brings significant challenges, particularly regarding career stability and the formation of long-term professional relationships (Miles, 2024). The research conducted to explore

the understanding of how frequent relocation affects an individual's professional development is critical for both workers and employers. Professionals need insights into how their career trajectory may be influenced by mobility, while organizations must adapt strategies to support remote workers in the balance between relocation and promoting digital nomadism. The research highlights significant issues of organization and helping both stakeholder's employees and employers to navigate the complexities of a nomadic lifestyle, ensuring that opportunities for growth are maximized for employees while minimizing disruptions to their career satisfaction along with the stability of the organization (Asikhia, 2024).

1.3 Describe Relevant Literature

Frequent Relocation and Professional Development

Long-term mobility and frequent relocation are increasingly common aspects of modern career paths, particularly as globalization expands upon the expansion and development of the global marketplace. According to (Taghavi et al., 2024), management and professionals in various organizations who frequently relocate often have the opportunity to experience a wide variety of work environments and cultures in different economies and industries. The employee's exposure to different roles and companies fosters adaptability, resilience, and versatility, making these individuals capable of handling diverse challenges and working in varied settings in different cultures. Frequent relocation often accelerates the acquisition of transferable skills, as individuals must quickly adapt to new responsibilities and environments (Ray, 2023). The employees may improve their problem-solving, cross-cultural communication, and leadership abilities as they navigate unfamiliar organizational structures, workflows, and work cultures. The employees gain exposure to different technologies, business practices, and industry trends, all of which can broaden their expertise and increase their value in the job market but considerably they also face challenges for shifting, work-life balance, and motivation (de Sousa, 2025).

The relocation is important and cannot be ignored as the organization expands its business operations and they need to highlight talented employees to work and professionals may accumulate a diverse range of skills. The employees are required to relocate for different roles, management, and leadership and they need to adapt to the culture of different places and learn the language to run the multinational organization in other countries, where specialization is key to career advancement, professionals who move frequently may find it difficult to achieve the level of proficiency and expertise required for higher-level positions or leadership roles within the organization in different countries and locations (de Sousa, 2025).

Frequent Relocation and Skill Acquisition

The management is concerned with talent employees' growth and development and they provide training and development to enhance the employee's skills but frequent relocation provides professionals with a unique set of opportunities and challenges in terms of skill acquisition. The employee's roles, and even countries force individuals to learn and develop a wide array of competencies, often out of necessity. Relocating professionals are constantly required to adapt to new environments, which encourages rapid learning and problem-solving. The change in exposure to various work cultures, tools, and technologies can significantly enhance a professional's ability to acquire and apply new skills in a variety of contexts in various sectors (Asikhia, 2024). There are various drawbacks of frequent relocation such as that it often limits the time and resources individuals can dedicate to deepening their

expertise in a single domain. According to Miles (2024), the top managers moving from role to role may not stay long enough in any one position to gain deep, specialized knowledge in their field. This can be particularly problematic in industries that demand a high level of expertise and where deep specialization is a critical factor for career progression. The managers need to focus on large-scale adaptability and shift in the development of who may have the opportunity to work on long-term projects or invest in continuous professional development within a single organization, nomadic professionals may find themselves to spread growth for longer periods (Miles, 2024). The researcher (Celestine, 2024), analyzes the lack of stability may result in the discontinuity of formal training opportunities and structured learning programs, which can further impede skill-building in specific areas of development.

Nomadic Lifestyle Influences Opportunities for Career Growth and Networking

The change on market competition and rapid technological innovation embark the globalization and organization are competing globally rather than local the increase in offers numerous opportunities for career growth and networking, but it also presents some challenges that need to be carefully navigated. There are various benefits through relocation includes the ability to expand one's professional network. By moving between different roles, companies, and regions, professionals have the opportunity to connect with a diverse array of colleagues, mentors, and industry contacts (Celestine, 2024). The relocation provides the shift moves across different industries may have access to a broader range of job openings, business ventures, and innovative projects than those who remain in a stable, single industry. Networking across various sectors also provides individuals with access to a wealth of ideas and perspectives that can enrich their professional growth of employees but on same time they face the challenges for work life balance and their own personal growth and progress in career (Miles, 2024).

The nomadic work lifestyle can also present significant challenges in terms of relationship-building, this provides solution to management to assign remote work roles to managers and manage the organization and business from far away at remote place enhance the flexibility and employee performance (Siren et al., 2024).The employees also faced the issues of stability in their roles can also reduce the level of trust and collaboration necessary for meaningful, long-lasting professional relationships. While a nomadic worker might have a broad network of acquaintances, these relationships might be more superficial than those cultivated by professionals who stay in one location or organization for an extended period. This lack of long-term relationships can hinder the individual's ability to secure mentorship, career guidance, or high-level promotions and increase with working opportunity but effects on leadership and management growth (Sibert et al., 2024).

Nomadic Lifestyle and Skills Development and Professional Environment

The management focus on digital workplaces and remote workplaces while promoting the nomadic lifestyle profoundly influences skills development, particularly in environments that lack the stability within organization. The management is concerned with nomadic career is the rapid skill development that comes with exposure to diverse work environments. Professionals moving between various roles, companies, or countries must quickly learn to adapt to different organizational cultures, systems, and work practices to enhance employee skills and expertise along with professional development of leadership goals (Gunz et al., 2020). The employee's exposure to different industries and markets can help individuals develop a global mindset, which is increasingly important in today's

interconnected world (Guo et al., 2020). The change in management styles and focus on employee development, training, and development, affects the professional environment and can also hinder the development of specialized skills that require time and consistent effort to master. In industries where deep expertise is valued, the lack of long-term commitment to a single role or organization can prevent professionals from acquiring the specialized knowledge needed for the advancement of employees and growth in their career development (Haibach-Beach et al., 2024).

Long-term Effects of Mobility on Skill-Building

The mobility and employee shift from one location to other location is largely effect the employee skills and professional development. The management consider the long-term effects of frequent mobility on skill-building are complex and multifaceted. On one hand, individuals who relocate often acquire a wide range of skills that can be beneficial in today's diverse and fast-changing job market. The increase in frequent mobility affects individuals must continuously adjust to new roles, environments, and challenges. Over time, frequent relocates become more versatile and capable of handling a wide range of professional demands, making them highly adaptable to change (Miles, 2024). They are also exposed to diverse industries, practices, and technologies, which broadens their professional capabilities and enhances their overall value in the workforce along with professionals who have worked in multiple countries with different cultural dynamics. The professional development is affected with the lack of specialization may limit career growth, as professionals may find it difficult to compete with colleagues who have developed deep expertise in specific areas. Due to continuous mobility affects the employee career paths may make it more difficult for nomadic workers to establish a cohesive professional identity, which can impact their ability to secure higher-level roles or be recognized as experts in their field and long term growth and effectiveness (Taghavi et al., 2024),

Career Trajectory through Understanding Career Satisfaction

The continuous and frequent mobility of employees individual's effects on career trajectory and satisfaction is a crucial area of study, as it directly influences both personal and professional outcomes (Siren et al., 2024). The management is concerned with the roles and companies offer significant opportunities for growth, skill acquisition, and career advancement. Employees' constant relocation also comes with significant challenges that can hinder career satisfaction and trajectory. On the positive side, mobility provides exposure to diverse professional environments, which can accelerate skill development and open up new career opportunities (Miles, 2024). The change in individuals who have worked in different industries or countries may gain a broader understanding of global markets, business practices, and technologies, which enhances their overall professional expertise need to develop for a longer period (Das & Chandrasekaran, 2022).

Due to continuous mobility, the employee's focus on long-term commitment to any one organization or role can make it difficult to achieve promotions or take on leadership responsibilities. The nomadic professionals may not have the time to demonstrate their value within a single organization. Lack of motivation affects career trajectories employee morale may decrease and employee satisfaction is affected (Haibach-Beach et al., 2024).

2. Method

2.1 Research Philosophy

The research is conducted based on Epistemology research philosophy and Interpretivism research paradigm. The Interpretivism stance focuses on an exploratory and pure qualitative research approach to explore the limits of knowledge based on induction (Patton, 2022). The researcher investigates the frequent relocation of professional development and skill acquisition, the research is grounded in an epistemological stance that aligns with Interpretivism. Epistemology, in this context, concerns itself with understanding how knowledge is constructed through social experiences and interactions based on people's experience of the phenomena studied (Alase, 2017). Interpretivism emphasizes understanding the subjective experiences of individuals, which is crucial for comprehending how mobility affects career growth and skill development. The researcher adopted this approach because the approach holds that reality is socially constructed, and meaning is derived through human interactions and interpretations. In this research, individuals' narratives about their relocation experiences, challenges, and successes will be central to understanding the broader impact on the professional trajectory of employees and those who show long-term commitment (Patton, 2022).

The researcher adapted the Interpretivism research paradigm and explained the reality within the context of phenomena and context-dependent, and best understood through the perspectives of the participants. The Interpretivism approach is ideal for exploring the nuanced and varied experiences of professionals who relocate frequently, as it allows for the exploration of personal meaning-making and subjective interpretations as this is connected with mobility influences individuals' professional identities and trajectories, shedding light on the dynamic processes involved in career progression of employees due to mobility issues (Ishtiaq, 2019).

2.2 Research Design

The research was conducted based on a qualitative research design, qualitative research is adopted to explore the context of frequent relocation of employees and its impacts on personality and skills development. Qualitative research is suitable because research wants to explore the phenomena of employee orientation towards long-term mobility and its positive and negative impacts. The research is qualitative with an inductive approach and the researcher collected data through in-depth interviews with participants (Patton, 2022). Qualitative research is well-suited for exploring the lived experiences, meanings, and perspectives of individuals, allowing for a deeper understanding of how a nomadic lifestyle affects professional development and skill acquisition and professional development of employees (Alase, 2017).

In research design, the process of conducting research is phenomenology is adopted to explore the phenomena and studies the in-lived experiences of people. The phenomenology explained the highly appropriate for exploring the lived experiences of individuals who frequently relocate for career purposes (Cresswell, 2013). Phenomenology, rooted in Interpretivism philosophy, focuses on understanding the essence of a phenomenon by examining how individuals perceive and make sense of their experiences of employees considering the long-term growth. A critical analysis of this design highlights its strength in capturing the rich, contextual insights of participants and approach phenomenology offers a robust framework for understanding the nuanced effects of frequent relocation on career satisfaction and development, making it a fitting approach for this research to study the core experiences of people

(Turhan, 2019).

2.3 Research Approach and Research Type

The research approach adopted based on qualitative research is design is inductive, as researcher explores the phenomena to analyze the participants respond based on in-depth interviews. The research type is explored based on purpose as researcher want to explore the in-lived experiences of people towards the job relocation on frequent basis. Exploratory as the researcher explores the phenomena based on a purely qualitative approach (Townsend & Saunders, 2024). The researcher aligns to understand the complex and subjective experiences of individuals who frequently relocate for work. This inductive approach aligns well with the qualitative nature of the study and the phenomenological focus on understanding the lived experiences of participants. Based on qualitative and induction approaches the researcher collected the data based on interviews, specifically semi-structured interviews, which provide flexibility to explore specific issues while allowing for in-depth discussion for extracting the emergent themes for analysis (Azungah, 2018).

2.4 Context of Research

The context of the research is the employee's in-lived experiences in various sectors of Pakistan and employees who are facing long-term mobility or frequent relocation issues and how these affected the employees, professional development, skills development, and long-term career growth. The research analyzes the understanding of how frequent mobility influences career growth, networking, skill development, and career satisfaction, areas that require detailed insights into personal experiences, motivations, and challenges. The researcher adapted the Qualitative research is ideal because it does not rely on quantitative measurements but instead captures the richness and complexity of participants' lived experiences along with mobility shapes professional trajectories (Patton, 2022). The researcher conducted to analysis the essential for understanding the impact of a nomadic lifestyle, as it centers on the personal and emotional aspects of the participants' careers, such as career satisfaction and professional identity. The researcher provides the findings based on thematic analysis and valuable insights that might not be captured through more structured or quantitative methods (Creswell, 2019).

2.5 Research Participants

The participants of employees of the FMCG industry, food and beverages organization, and textile industry of Pakistan where there is a large need for relocation in Pakistan and worldwide in multinational branches. The research participants who faced mobility are the participants of the research and those who prefer to follow the Nomadic digitalized context of relocation. The research target population of the research industry Food and Beverages Industry and Textile sector, these participants were selected based on their experience of working in roles that require them to frequently relocate or work remotely, especially within a digitalized and nomadic context. The focus on employees who prefer online and remote work is important, as these individuals are likely to experience a more flexible and dynamic work environment, which could influence their professional development and skill acquisition and professional development (Patton, 2022). These employees are often subject to the demands of a globally connected, digitalized workforce, where work is not confined to a single geographical location, leading to constant adaptation to new cultures, teams, and work environments in various industries (Fusch et al., 2018).

2.6 Methods of Data Collection

The data was collected through 10 interviews with a semi-structured approach and interviews conducted by employees of the food and beverages and textile industry employees of Pakistan. The researcher conducted an interview guide and open-ended questions with some probing words, the interview guide was shared with participants along with a consent form so that they could review their participation. The interview participants willingly participated and explained the dimensions of the phenomena. The interview was conducted with employees who work in roles that require regular mobility, remote work, or adaptability to various work environments. To collect data, open-ended semi-structured interviews will be conducted with 10 participants, providing a qualitative approach that allows for an in-depth exploration of their experiences, participants are selected based on purposive sampling. The semi-structured nature of the interviews ensures flexibility, allowing participants to share their personal stories, insights, and challenges in their own words while still guiding the conversation with predetermined interview guide questions (Townsend & Saunders, 2024). There are a total of 10 interviews conducted as the small sample size of 10 interviews will help ensure that the data is manageable and allows for a deeper focus on each participant's experiences and interview conducted and questions are asked with discussion till saturation of data (Townsend & Saunders, 2024).

2.7 Methods of Data Analysis

The researcher conducted data analysis by thematic analysis and using the Interpretative Phenomenological Analysis (IPA), both of which are well-suited to exploring the lived experiences of participants within the context of frequent relocation. The researcher adapted the thematic analysis will be used to identify, analyze, and report patterns or themes within the interview data. This method allows for the identification of significant and recurring concepts related to how a nomadic lifestyle impacts career growth, networking, skill development, and professional satisfaction. Thematic analysis is performed based on the coding process, the respondent voices are written as open coding and based on similar and different words by using NVIVO 14.0 for generating the codes and developing themes for analysis (Creswell, 2017). The researcher adapted the IPA emphasizing understanding the personal and subjective meanings individuals attach to their experiences, making it an ideal approach for this research, which aims to explore how frequent relocation affects professional development and skill acquisition and professional development of employees from selected populations (Dodgson, 2017). The Interviews five are conducted from those who are working online and faced the relocation earlier and five are currently facing the issues of relocation, this approach is adapted to analyze the frequently relocate or work remotely, especially within a digitalized and nomadic context of employees.

2.8 Ethical consideration

The research considers the ethical approaches and process to conduct the research data collection and analysis. The researcher follows that ethical considerations are paramount in any research involving human participants, and this study is on the impact of frequent relocation on the professional development and skill development of employees. The researcher guidelines ensure that the rights, dignity, and well-being of the participants are protected throughout the study. One of the key ethical concerns is obtaining informed consent from all participants (Fusch et al., 2018). The researcher sends the consent form to all participants, takes prior permission, and communicates the research

purpose to have clear information and proper interviews being conducted (Alase, 2017). The researcher also cares for confidentiality is another essential ethical consideration the identity of participants will be kept confidential, and any personal information shared during the interviews will be anonymized to protect their privacy. Data will be securely stored, and only authorized researchers will have access to the data. To ensure the confidentiality of data and identifying information such as names and company details will be excluded from the final research findings, and pseudonyms will be used in all reports and publications along with ethical guidelines, the research maintains trust and contributes to research usefulness for all stakeholders of research (Tomaszewski et al., 2018).

3. Results

The research explores the various themes based on open-ended questions relating to frequent relocation and mobility of employees and its impact on career development and skills development. The researcher collected the data from employees of food and beverages and textile industry middle and top management employees to analyze the actual process of mobility and relocation along with use of growing concern on digital nomadism and remote work setting. The research conducted semi-structured interviews with open-ended questions, and research found emergent themes related to frequent relocation, diverse networking opportunities, and professional environment, skill acquisition by exposure, sense of instability, reduced career satisfaction due to challenges in establishing consistent career progression and work-life balance, skill development and personal growth but may also challenge work-life balance, in the job roles of employees and employees remain engaged at work along with management have option for remote work to keep balance of cost and reducing the fear of employee that they face the issues in their career development.

4.1 Descriptive Profile of the Participants

Table 1: Profile of Respondents

Participants Name	Residential Area	Industry	Gender	Job Position
Respondents 1	Karachi, Pakistan	Food and Beverages	Male	Advertising Manager
Respondents 2	Karachi, Pakistan	Textile and Apparel	Male	Sales Manager
Respondents 3	Karachi, Pakistan	Food and Beverages	Male	Marketing Manager
Respondents 4	Karachi, Pakistan	Food and Beverages	Female	Quality Assurance
Respondents 5	Karachi, Pakistan	Textile and Apparel	Male	Operations Manager
Respondents 6	Karachi, Pakistan	Textile and Apparel	Male	Media Marketing Manager
Respondents 7	Karachi, Pakistan	Food and Beverages	Female	Manager Media and Promotions
Respondents 8	Karachi, Pakistan	Textile and Apparel	Female	Assistant Manager Promotions
Respondents 9	Karachi, Pakistan	Food and Beverages	Female	Social Media Manager
Respondents 10	Karachi, Pakistan	Food and Beverages	Male	Manager Promotions

The research conducted in-depth open-ended interviews with various industries managers including top management and middle management to explore the policies of relocation and mobility of employees. The research is qualitative exploratory research conducted based on the Interpretivism research paradigm and the researcher explores various themes from the voices of respondents and themes developed with the process of open, Axial selective coding (Alase, 2017 & Qaissi, 2024). The research developed the thematic table based on extracted themes by using NVIVO 14.0 software and based on the relationship of factors similarities and differences the research findings are analyzed.

4.2 Thematic Analysis

The Qualitative phenomenological research conducted based on Interpretivism research paradigm and followed by exploratory and inductive research. The researcher extracted the core themes and performed thematic analysis (Alase, 2017 & Qaissi, 2024). The interviews responses of respondent are open coding, then based on similarities and differences and cross-comparison develop Axial coding and then based on literature knowledge and various theoretical framework develop selective coding and generate emergent themes through a rigorous process (Ramsook, 2018). The research explored thematic analysis and following tables shows the emergent themes;

Table 2: Thematic Table

Open Coding	Axial Coding	Selective Coding (Themes)
<p>The participant responded the frequent relocation caused interruptions in my career progression.</p> <p>I dislike the moving between roles and companies often leads to periods of instability, making it difficult to achieve consistent advancement and skills development for me.</p> <p>Participant said professionals may experience delayed career growth, missed opportunities, and challenges in establishing long-term career growth.</p> <p>Due to mobility from one city to another even with growth affect my performance and learning path and career progression has been changed thus affects the satisfaction with job.</p> <p>At each relocation introduces new challenges, fostering</p>	<p>Career Disruption and Delayed Advancements</p> <p>Opportunities for Diverse Career Experiences</p>	<p>Impact on Career Stability and Progression</p>

<p>adaptability and the ability to navigate different professional environments that provides opportunity for learning but also affects skills development and cultural orientation</p> <p>The mobility and relocation provide experiences gained through mobility can also expand professional networks and increase future opportunities but on same time this is challenging and working with different places in different pressure requires focus and attention through this work life balance is affected.</p>		
<p>The impact of frequent relocations may complicated the process of building long-term professional relationships but this required based on organizational performance.</p> <p>“The company provide the frequent relocations, the employee's exposure to a wide range of work cultures and practices can foster cross-cultural competence, but on same time nomadism culture can promote remote work and serve the organization purpose with employee motivation”</p> <p>The mobility provides the networking capabilities across various industries, and through this employee understanding of various cultures increases along with management skills.</p>	<p>Cross-functional and Cross-cultural Competence</p> <p>Learning through Diverse Work Environments</p>	<p>Skill Development and Adaptability</p>
<p>Theover the period and frequent mobility and affects the employee wellbeing, work-life balance and affects the performance and ultimately being employee I think for leaving the organization.</p> <p>Due to frequent relocation often results in building short-term professional connections, which can provide immediate support, resources, and networking opportunities. The relationships of frequent relocations affects the long term approach and disturbed the professional career development.</p> <p>Due to emergence of nomadic lifestyle can pose significant challenges in developing long-term professional networks.</p> <p>With Constant relocation in various cities even in same country often disrupts efforts to maintain deep, lasting relationships with mentors, colleagues this affects the networking and long term career development.</p>	<p>Building Short-Term Connections</p> <p>Long-Term Networking Challenges</p>	<p>Networking and Relationship Building</p>
<p>The mobility might encourages the development of a flexible professional identity, where individuals adapt to diverse roles, industries, and environments.</p> <p>The change and mobility professionals to redefine themselves according to evolving career opportunities, enhancing their versatility and resilience.</p> <p>The relocation affects the flexible identity also supports the ability to connect and pursue new career directions in future.</p> <p>The relocation with management positions and Moving frequently between jobs or industries can hinder the development of deep specialization in one area.</p>	<p>Development of a Flexible Professional Identity</p> <p>Lack of Deep Specialization and Leadership</p>	<p>Professional Identity and Expertise</p>

<p>Professionals often acquire a broad set of skills but may lack the opportunity to master a particular discipline, limiting their expertise and affects the specialization and leadership.</p>		
<p>The mobility and continuous shift from one location to other associated with a nomadic lifestyle can lead to significant stress and burnout and largely effects on work life balance and may cause for turnover. Die to quickly adapt to unfamiliar roles, alongside the lack of consistent support systems, can create feelings of exhaustion, anxiety, and frustration, ultimately affects the Positive Personal Growth through Mobility, Working with different teams on random basis and work-life balance can be particularly challenging for individuals who move frequently and Stress and Burnout from Constant Relocation The demands of adjusting to new jobs and locations may disrupt personal routines, family life, and social relationships.</p>	<p>Stress and Burnout from Constant Relocation Positive Personal Growth through Mobility</p>	<p>Work-Life Balance and Personal Well-being</p>
<p>The mobility and Frequent relocation exposes professionals to diverse organizational cultures, each with its own norms, values, and work styles and effects on Navigating Different Work Cultures The integration among teams and structures varying cultures requires strong interpersonal skills, adaptability, and cultural sensitivity. The management and Professionals must quickly understand and align with different communication methods, decision-making processes and due to change in team dynamics the Organizational Structures and Teams performance has been affected. The adaption of culture is difficult and adapting to these cultures helps individuals become more versatile, global-minded, and effective in cross-cultural environments due to difference of dynamics and change. Employee performance is dependent upon the environment and culture and organizational integration and cultural adaptation go hand in hand for individuals who move between workplaces.</p>	<p>Navigating Different Work Cultures Integration into Organizational Structures and Teams</p>	<p>Organizational Integration and Cultural Adaptation</p>

The thematic analysis is the findings and discussion of research results based on research questions. The researcher developed the open-ended questions and based on responses from interviews researcher extracted the emergent themes based on thematic analysis, the researcher answered the research questions and discussed the research results and findings.

Theme 1: Impact on Career Stability and Progression

Frequent relocation and mobility have a significant impact of frequent relocation on career stability progression and this theme refers to the concept of growth, networking, and skills development along with commitment to the organization. Based on participants' voices frequent relocation has a negative impact on employee behavior and they think their careers are affected. The frequent moves can lead to delayed advancements, as professionals may struggle to establish long-term relationships with mentors, supervisors, or colleagues, hindering their ability to secure promotions or higher-level responsibilities to employees, and their career paths are changed with different managerial positions.

Participant 1 Said: “Professionals may experience delayed career growth, missed opportunities, and challenges in establishing long-term career growth”

The researcher analyzes the career experiences to reflect the potential opportunities for growth and skill diversification that come with relocation. Exposure to varied work environments, industries, and cultural contexts can significantly enhance an individual’s skill set, particularly in areas like adaptability, cross-cultural communication, and problem-solving approaches and employees required skills. The research question regarding how relocation influences skill development can be explored through this sub-theme, with participants often recognizing that frequent relocation provides them with a broader range of experiences, which, while challenging, ultimately enriches their professional development of employees as due to movement and adaption of culture their personal grooming and career progression might be sacrificed.

Theme 2: Skill Development and Adaptability

The thematic analysis of skills development and adaptability is referred to as Cross-cultural Competence and Learning Diverse Work Environments, this theme elaborates the how relocation influences skill development. Frequent relocation presents a unique opportunity for individuals to develop cross-functional competence, as they are exposed to various roles, industries, and organizational structures, due to relocation the adaptability has increased and learning of various cultures has been adapted. The use of individuals become more versatile and adaptable, equipped to handle diverse responsibilities and contribute to multiple facets of an organization but considerably the dynamics of cross-cultural dimensions have been increased.

Participant 10th Said: “Constant relocation in various cities even in the same country often disrupts efforts to maintain deep, lasting relationships with mentors, colleagues this affects the networking and long-term career development”.

Learning from the cross-cultural dimensions is important in the context of relocation to different countries or regions. Immersing oneself in new cultural settings enables individuals to enhance their ability to communicate and collaborate across diverse cultural contexts. Employee learning through diverse work environments further enriches the skill set of individuals. Exposure to different corporate cultures, practices, and ways of working helps individuals develop problem-solving, adaptability, and innovative thinking due to diversified culture the dynamics of learning have been changed and they need to focus on employees learning should be continuous with mobility and training and development provided to employees for continuous development and growth.

Theme 3: Networking and Relationship Building

The theme of Networking and Relationship Building is connected with Building Short-Term Connections and Long-Term Networking; these are challenges for employees with frequent relocation.

Participant 3rd Said: “Emergence of nomadic lifestyle can pose significant challenges in developing long-term professional networks”.

The employee’s relocation offers opportunities to meet new people and expand one’s professional network, these connections are often temporary relationships and these might be less useful for the managers in the organization. Employee networking is also very low and possible; it may lack the depth and continuity necessary for long-term career satisfaction and trajectory. Individuals may feel disconnected or unsupported in their career journey and

employees feel dis-satisfaction with continuous mobility they may not communicate with the owner or CEO but all employees are not happy with relocation and they face the issues of work-life balance.

Participant 2nd Said: "The relocation with management positions and Moving frequently between jobs or industries can hinder the development of deep specialization in one area. Professionals often acquire a broad set of skills but may lack the opportunity to master a particular discipline, limiting their expertise and affecting the specialization and leadership"

The employees face low career satisfaction, and networking challenges resulting from frequent relocation can directly influence an individual's overall sense of fulfillment in their profession. The employees feel less supported and engaged and professional development is also affected. Frequent mobility allows for building a broad network of short-term connections, but it presents significant barriers to long-term networking and relationship-building. These barriers may ultimately have long-term effects on skill-building, career satisfaction, and progression, highlighting the challenges professionals face in navigating a nomadic lifestyle and management think for remote workers so that these employees also maintain their lifestyle and work life balance, as employees think after 8-10 years they may feel easy at organization more responsibilities are provided to them and engage them extra responsibilities with relocation.

Theme 4: Professional Identity and Expertise

Due to frequent relocation the employees are facing with flexible Professional Identity and Lack of Deep Specialization, due to these factors the employees need to adapt quickly to new work environments and roles, which can encourage the development of a more flexible professional identity. The professional with high experience but due to frequent movement less people know to the and due to management issue professionals to function in various contexts, industries, and organizational cultures, along with developing the sense of identity as versatile and capable of thriving in diverse settings, making them attractive to employers seeking adaptable employees. However, this flexibility can come at the cost of developing a deep, specialized expertise with continuous learning has been affected.

Participant 1st Said: Frequent relocations may complicated the process of building long-term professional relationships but this required based on organizational performance.

Due to frequent relocation the employees may not fully immerse themselves in one field or role, which can hinder their ability to gain specialized knowledge and become an expert in a specific area. Without long-term involvement in one organization or project, it becomes difficult to cultivate expertise that requires years of experience and continuity but they feel lack of professional identity and their relationships are also affected. The management must think and consider the relationships and change strategy and care for employees for their long term career and development.

Theme 5: Work-Life Balance and Personal Well-being

Due to Constant Relocation the employees face the issues of Work-Life Balance and Personal Well-being especially frequent moves, can take a significant toll on an individual's personal well-being. The management face the employees burnout from constant relocation captures the mental and emotional strain that comes with adapting to new environments, settling into different work cultures, and managing the demands of life in new locations. The

constant relocation affects the exhaustion and feelings of instability, which might affect career satisfaction and long-term productivity of employees is affected. Due to low productivity of employee management also considering the low performance and management and organizational goals are also not fulfilled.

Participant 6th Said: “Due to mobility from one city to another even with growth affect my performance and learning path and career progression has been changed thus affects the satisfaction with job”.

There are various challenges management and employees are facing due to frequent moves can foster resilience, independence, and the ability to manage uncertainty. Due to this the burden of one’s perspective on life and work, leading to increased emotional intelligence and personal strength. The changed and process of constant relocation is stressful, some individuals report feeling enriched by the cultural exposure and diverse experiences employees need to faced significant issues of management and concerned with future progress.

Theme 6: Organizational Integration and Cultural Adaptation

The themes Organizational integration and cultural adaption is focused, due to professionals navigate new roles and organizations; they are often required to adapt to different work cultures. The sub-theme of navigating different work cultures highlights the challenges that come with adjusting to diverse organizational environments, each with its own set of values, communication styles, and work practices in various economies. The factors affects the cultural adaptation fosters a wide range of skills, such as adaptability, cultural sensitivity, and effective communication across diverse teams that need to be considered by management and employees.

Participant 1st Said: *Over the period and frequent mobility and affects the employee wellbeing, work-life balance and affects the performance and ultimately being employee I think for leaving the organization”.*

The relocation affects the individual’s ability to work in multinational or multi-disciplinary environments, which is a valuable skill in today’s global workforce within environment, is required. Due to cultural relocation relocation can also create difficulties in fully integrating into a particular work culture, as individuals may struggle to establish a long-term professional identity or build enduring relationships within an organization. The organizational integration affects the organizational structures and teams refers to how frequently moving between roles and locations can prevent individuals from becoming deeply embedded within organizational culture and affects the long term abilities of employees.

Participant 9th Said: “At each relocation introduces new challenges, fostering adaptability and the ability to navigate different professional environments that provides opportunity for learning but also affects skills development and cultural orientation”.

Due to relocation and instability that comes with frequent relocation can lead to work-life balance issues, as individuals may face personal and emotional challenges associated with constantly adjusting to new environments. The employee’s relocation provides opportunities for skill development and career growth, the lack of continuity in work environments and relationships affects the employee’s satisfaction within different cultures.

4. Discussion

4.1 Discussion research themes and findings

The thematic analysis explored the relationship and impact of frequent mobility and long-term orientation of employees, mobility negatively affects the performance of employees, understanding of cultures, professional

development, and stability in the organization. Based on thematic analysis the research analyzed the findings the professional development, career disruption and delayed advancements, and opportunities for diverse career experiences (Taghavi et al., 2024). The cultural factors also affected include cross-functional and cross-cultural competence, and learning through diverse work environments all are affected and the overall identity of employees. The globalized world and the nature of remote work opportunities provide a path way to organizations to hire local employees or provide remote work opportunities for better career growth and development of employees (Jacobs et al., 2019).

The thematic analysis describes career disruption and emphasizes how constant movement can hinder career progression by preventing professionals from establishing the stability required for promotions and long-term success. The researcher analyzes that frequent job changes or relocations often lead to delayed advancements, as individuals struggle to build long-term networks and secure leadership roles within the organization in future progression (Siren et al., 2024). The frequent mobility and job transitions enhance adaptability, problem-solving, and the ability to work in varied settings along with many challenges employees have to face to gain diverse skills. These experiences are beneficial for cross-functional and cross-cultural competence, as exposure to different work environments allows professionals to hone skills critical in globalized markets, such as communication across cultures and adaptability. This thematic analysis describes the frequent relocation can disrupt career stability, simultaneously promote development, and require efficient cultural dynamics (Jaisawal et al., 2024).

The research findings elaborate the skill development along with networking and relationship building revealing that relocation can affect the depth and sustainability of professional networks. Due to mobility the employee building short-term connections highlights how individuals frequently build fleeting relationships, but continuous transfer and shifting create de-motivation (Guo et al., 2020). The morale of employees is affected (Shekari et al., 2024). The research findings compared with earlier studies, this research supports findings that suggest that constant relocation makes it difficult for professionals to form strong, lasting ties with mentors or colleagues, hence creating dissatisfaction among job roles (Gains, 2022).

The organizations in food and beverages industry, textile sector, and FMCG retain talented employees for longer periods of time, and commitment to retention provides growth and development on the other hand mobility affects their satisfaction, hence the organization needs to adopt the remote work concept and provide flexibility of cultures and location to employee rather physically shifts of employee from one country to another affects employee work-life balance and satisfaction, but with remote work, they can build the long term relationship with career development (Sibert et al., 2023). Based on long-term mobility employees provide a significant opportunity for growth and development along with impacts on career trajectories and long-term growth of employees (Gunz et al., 2020).

In last the thematic analysis findings explained that the organizational integration and cultural adaptation theme addresses how frequent relocations hinder professionals' ability to deeply integrate into teams or organizational structures and the performance required with integrated culture and effective team dynamics. However relocation offers exposure to new cultures and work styles, but it also presents challenges in achieving deep organizational integration, preventing individuals from establishing a consistent professional identity. The employees facing the

challenges of navigating different work cultures and integration into organizational structures highlight the ongoing tension between the benefits of diverse experiences and the struggle for professional stability and continuity with motivation and growth (Rekha et al., 2024).

4.2 Research Findings and Conclusion

The research findings reveals that based on employees responses the long term mobility and frequent relocation affects Employees' life balance and overall satisfaction hence there is the negative impact of frequent relocations on personality development and employee career progression. This research explored the significant issues of organization and helping both stakeholder employees and employers to navigate the complexities of a nomadic lifestyle, ensuring that opportunities for growth for employees with nomadic work culture and remote work opportunities along with organizations can manage their business function with high profile personnel's skills in various locations. The research findings explained the impact on Career Stability and Progression and highlighted how frequent moves disrupt career growth, causing delayed advancements. The employees expressed frustration over the inability to establish long-term relationships and secure promotions due to the transient nature of their professional environment. These are challenges, Skill Development and Adaptability emerged as a key benefit, with individuals reporting enhanced versatility, and adaptability, and employees face demotivate and decline in their morale due to frequent relocations.

The research explained that due to frequent relocation the networking and Relationship Building showed that while short-term connections were frequently made, long-term networking was hindered by the constant mobility of employees. The employees also faced the issues of Professional Identity and Expertise reflecting how frequent relocations led to the development of a flexible professional identity, allowing individuals to adapt to different work cultures and roles. However, this came at the expense of deep specialization, as participants struggled to establish themselves as experts in any one field due to the fragmented nature of their career trajectories. Work-Life Balance and Personal Well-being also emerged as a significant concern, with frequent relocations leading to stress, burnout, and challenges in maintaining personal relationships. Despite this, some participants highlighted Positive Personal Growth through Mobility, suggesting that the challenges of constant relocation promoted resilience and personal development. Lastly, the theme of Organizational Integration and Cultural Adaptation revealed the difficulties of integrating into organizational structures and teams, particularly as individuals moved between diverse work environments at different locations with different people and environments. The research is useful for both stakeholder employees and employers to navigate the complexities of a nomadic lifestyle, ensuring opportunities for growth for employees and long-term integration and talent retention for the organization.

4.3 Theoretical and Practical contribution of research

The research conducted on frequent relocation on professional development and skill acquisition offers significant theoretical implications when analyzed through human capital and social development theory. The role of human capital theory posits that individuals accumulate skills, knowledge, and experiences that increase the productivity of employees and organizations. The research contributes the skill development and adaptability, and aligns with this theory, as frequent relocation allows professionals to acquire a wide range of diverse skills and competencies to

perform better in the workplace (Pylypenko et al., 2023). The research analyzes employee relationships, networking, and individual growth based on social development theory and emphasizes the role of relationships and social interactions in individual growth. The theme of networking and relationship building illustrates the complexities of forming meaningful, long-term professional connections due to constant mobility which affects the employee's career development and professional development (Miles, 2024).

Practical implications of research

The practical implications of these theories are that organizations and professionals balance the benefits and drawbacks of frequent relocation. The management reduces the process of relocation and can follow the digital nomadism and remove work opportunities for employees, this saves the company cost, serves the purpose of relocation, and enhances employee morale and satisfaction (Jaiswal et al., 2024). The management and organizations understand and analyze the long-term impact of mobility on professional development and can inform policies around career progression and support systems for remote workers (Pylypenko et al., 2023). The nomadic work styles and digitalization now shape the flexibility and remote workplace along with the needs of the organization, hence organizations can assign remote work to the employee to employees rather than frequent movement and relocation this saves costs, save budgets, increases flexibility, and enhances the employee performance and organization also follows the sustainable development goals (Celestine et al., 2020).

4.4 Research recommendations

The research analyzes long-term mobility and frequent relocation impacts on professional development and skill acquisition and highlights the idea that a nomadic lifestyle influences career growth, networking, and skill-building. The research analysis and findings discuss the frequent relocation can enhance cross-functional and cross-cultural competencies. The management shows that career progression hinders the development of deep specialization, and presents difficulties in achieving work-life balance for employees, based on these findings research recommends a few important points to policymakers, management of the organization to food and beverages, FMCG, and textile sector of Pakistan to evaluate the human resources policies based on;

- The research also recommends that frequent mobility influences career trajectories professional development and employee morale and satisfaction and hence employees provide opportunities for remote work rather than frequent relocation to utilize their skills and capacities from the same place.
- The researcher recommends with the availability of technology and resources digital nomadism can be a work lifestyle to save the employee careers and enhance their professional development.
- Due to frequent relocation, the employee's personality, learning, and abilities are comprised even though there is learning of people and culture, the same employee can be part of leadership and perform remote work for other locations.
- The management and employers must be concerned for employers should recognize the challenges of maintaining work-life balance for mobile professionals and provide resources such as wellness programs to enhance their work-life balance and wellbeing.
- The employees must be provided with flexible work schedules, and mental health support to mitigate stress and promote overall well-being during frequent relocations.

- The management must focus on continuous learning opportunities that support adaptability, including cross-functional training, mentorship programs, and global exposure initiatives to help professionals leverage diverse experiences for skill enhancement for people and society.
- The enhancement of networking and relationship Building change the dynamics of Professionals who relocate should be provided with platforms or initiatives that facilitate networking across geographical boundaries, such as virtual networking events, career coaching, or industry-specific conferences to ensure the long-term growth and development within the organization to meet with competitive requirements.

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Appendix A

Interview Protocol Form / Interview Guide Questions

Participant Consent / Cover Letter

Notes to Interviewee: Thank you for taking part in this research. Before beginning, I will explain the project to you. Your participation is important to this study and will provide rigor and robust findings. The research conducted on the topic of Impact of Frequent Relocation on Professional Development and Skill Acquisition to have analysis on long-term effects of mobility on skill-building and career trajectory through understanding career satisfaction and professional development.

- **Length of interview:** Approx. 20 to 30 minutes and consists of 10 qualitative open-ended questions.
- The questions relate to Frequent Relocation on Professional Development and Skill Acquisition within context of Pakistan.
- Your participation is voluntary and with your will.
- You may withdraw participation at any point in time if you feel not comfortable.
- Information will be kept confidential and will be used for research purpose only.

Yours's sincerely

Researcher

Interview Guide Questions for semi-structured interviews

Q: 1 How has frequent relocation affected your overall career satisfaction and sense of stability in your profession?

Probe: Disrupted Career Trajectory, Limited Networking Opportunities

Q:2 Can you describe how moving between different roles and locations has influenced your skill development over time?

Probe: Inconsistent Skill Development, lack of training and development, late promotions

Q: 3 in what ways do you think your career trajectory has been impacted by your mobility?

Probe: Nomadic work roles, mobility paradox, relocations and skills development

Q: 4 how has relocating affected your ability to build long-term professional relationships and networks?

Probe: Competency and Abilities and long term growth.

Q:5 How has your nomadic lifestyle shaped the opportunities you've had for career growth and professional advancement?

Probe: Nomadic jobs, Digitalized Nomadism, Career Growth

Q: 6 in what ways has moving frequently between roles or locations affected your ability to build and maintain a professional network?

Probe: Lack of employee engagement, Leadership roles and Professional Development

Q: 7 Can you describe how the lack of a stable professional environment has influenced the development of your skills and expertise over time?

Probe: Reduced Job Stability, Exposure to Diverse Work Environments and Delayed Promotions

Q:8 How has frequent relocation affected your work-life balance and personal well-being, and how does that impact your professional development?

Probe: Increased Stress and Burnout, Difficulty Building Long-term Expertise, Expanded Cross-cultural Competence

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