



RESEARCH PAPER

Impact of Career Development on Employees' Performance: Mediating Role of Organizational Loyalty

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ABSTRACT

This study aimed to examine the interrelated dynamism between career development, and employees' performance with mediating role of organizational loyalty in southern region higher educational institutions KP, Pakistan. The main theme behind the present research was to examine the statistical relationships among the research variables that were preferred among existing realities in the existing literature aimed at chasing the hypothesized relationships by collecting data from teachers from selected institutions. The study was quantitative in nature to examine the potential relationships by applying diverse tools and techniques. The results provide significant clues about hypothesized relationships (association, cause & effect and mediation) that helps in reaching desired conclusion and making decision. Similarly, some recommendations were extracted from the results and conclusions for teachers, institutions and policymakers about the issues under considerations along with some directions to the future researchers for examining the existing research issues from different dimensions by applying diverse methods and procedures.

KEYWORDS Career Development, Employees' Performance, Higher Education Institutions, Organizational Loyalty, Teachers

Introduction

The higher education is significant domain that is accountable for developing the teaching and learning practices in order to improve knowledge, abilities and skills of future generation to contribute their efforts toward various organizations (Saima, Zainab & Safi, 2022). The career development is explored in organizations with its significant contribution towards institutional credibility and ultimate success (Luh & Dewi, 2020). The career development and talent management are important for reducing the turnover intentions in the context of higher education while increases the organizational loyalty (Setiawan & Satrio, 2021). The organizational and employees' loyalties are significant for desired performances that culminates at desired standing and outcomes that counts for institutional survival and ultimate developments from the different leading perspectives (Ali, Marwan & Mujeeb, 2023). The development of career and management signifies the employees' efforts and potential towards development of their professional standings that are aimed within organization in response to their capabilities, skills and knowledge toward different assigned responsibilities and ultimate responsiveness and effectiveness (Ali, Bashir & Mehreen, 2019).

The employees within the organizations are always overwhelmed regarding their professional status and career development in response to their efforts that provides the opportunities for chasing organizational strategies from different dimensions to realize desired consequences (Hubeis & Hendri, 2020). The efficacy of career development leads to expansion of employees' efforts and potential overwhelmed at effective performances

for attaining the desired outcomes (Nasution, Mariatin & Zahreni, 2018). When, career development is not recognized properly by institution that may results in undesirable consequences within the institution that results in turnover intentions (Guans, Zhou, Ye, Jiang & Zhou, 2015). The organizational loyalty is vital for organizations in sustaining their credibility toward desired developments and success (Sindhu, Arif, Khan & Khan, 2017), that needs additional considerations from organization to overwhelm the situation as per desired values and standards by using motivation, and commitment of employees along with the provision of conducive working environment in order to produce desired leading outcomes (Fadhila & Sulistiyani, 2022), towards the predicted developments and ultimate successes.

The loyal and dedicated employees are backbone for institutional desired outcome wherein trust and confidence are used as significant strategic tools for evolving desired consequences in the diverse environments (Egenius, Triatmanto & Natsir, 2020). The organizational loyalty is important towards employees' competencies and performances that helps in reducing the turnover intensions of the employees within organization and increases the motivation and commitment [Mahaputra & Saputra, 2021]. These are vital determinants that increases employees' efforts and potentials towards desired outcomes through attired performances (Saima, Zainab & Safi, 2022). The employees' performance is important predictor for various institutional leading outcomes in diverse situation that ensures efforts and potentials along with the motivation and commitment required for completing different strategic tasks (Foteini, Tasoulis & Khaled, 2023). The performances are crucial in ensuring talent management and career development that increases loyalty of employees towards concerned institutions (Olayinka, 2023). The performance reduces turnover intension and increase loyalty, commitment and performance in the diverse situations in institutions.

Literature Review

The higher education institutions are playing significant role in developments of socio-academic and socio-economic spheres that are vital in the growth of developed and developing countries in global competitive environments for survival and development (Amjad, Sabri, Ilyas & Hameed, 2015). In this drive, various phenomena are responsible that contribute in competitive situations wherein career development and performance are vital for improving employee behavioral responsiveness and organizational ultimate outcome (Mark & Nzulwa, 2019). When employees feel that their efforts and potentials are recognized by concerned institutions in chasing the assigned tasks then ultimately it will increase their loyalties (Veloso, Sousa, Oliveira & Walter, 2021). These are leading phenomenal approaches that increase organizational loyalties and lessening turnover intentions overwhelmed at organizational sustainability and success (Romi, Alsubki, Almadhi & Propheto, 2022 Foteini, Tasoulis, Khaled, 2023). The higher institutions are consequently more overwhelmed towards the career developments, turnover intentions and loyalties in order to ensure their survival and show their commitment towards the sustainability and success.

Career Development

The employees who have strong feelings and supported towards their career development are likely to be more involved, innovative and productive and thus more exposed towards the attainments of desired outcomes through undaunted efforts as well as dedication (Creed, Patton & Bartrum, 2004). Conversely, when the employees perceive inadequate opportunities towards the career advancement their turnover intentions may get developed that undesirably impacting the institutional integrity, stability and success

(Sukma & Nurhayati, 2021). The employees who observe strong institutional support for their career growth are expected to show their higher loyalties that ultimately positively impact on their performances and outcomes as expected from them in diverse situations (Ali, Bashir & Mehreen, 2021). The institutions that align with these practices cohesively are likely to experience positive consequences about employees' performance, increased organizational loyalty and reduced turnover intentions (Romi et al., 2022). The employee perceptions about the transparency, fairness and support in these processes effect their promise, therefore affecting turnover intentions and loyalty, ultimately influencing their performances (Hubeis & Hendri, 2020).

Organizational Loyalty

The career development has significant standing towards the employees' loyalty about their apprehension for professional growth in institutions that helps in confirming desirability to chase institutional strategic objectives in effective manners by respecting employees' talent and abilities (Reem & Uzma, 2021). The organizational loyalties are significant for organization in ensuring diverse due rights of employees about fairness in professional growths changes that are aimed by employees in chasing the institutional tasks (Guillon & Cezanne, 2014). Thus, organizational loyalty imitates the employees' commitment with current employer and investing in the career development can foster required loyalties, as employees valued towards the institutional success (Fadhila & Sulistiyani, 2022). The organizational loyalty has significant consequences for employees in order to inspire their attitudes and behaviors towards institutional strategic objectives and competitive advantages (Mahaputra & Saputra, 2021). The teachers, when perceive that institution is caring about career development are likely to practice higher loyalties that results in higher satisfaction and undaunted performance overwhelmed at desired outcomes for success.

Employees' Performance

The employees' decent performances are significant for organizations in attaining their strategic tasks and leading objectives that are aligned with survival and ultimate developments in diverse situations (Salanova, Agut & Peirffo, 2005). It further helps in creating an environment wherein different skills and knowledge are vital to promote organizational tasks in competitive environment (Amjad, Sabri, Ilyas & Hameed, 2015). The employees always show their attitude and behaviors for chasing institutional tasks and expect certain career developmental opportunities from organizations to maintain their sustainability (Mark & Nzulwa, 2019). The employees are required to show the required behaviors in realization of different objectives through different assignments & responsibilities to attain desirable environment toward projected success (Mahaputra & Saputra, 2021). The employees' performance is significant for attaining the desirability and approachability in sustaining the possible and desired consequences (Ali, Marwan & Mujeeb, 2023). The improved productivity supports overall efficiency in operations, and working format therefore enabling the institutions to achieve its objectives efficiently and effectively.

Career Development, Loyalty and Performance

The relationships between career development, organizational loyalty and employee performance are interlinked and play crucial role in shaping the working experience, commitment, and effectiveness of individuals within an institution. The career development initiatives aim to enhance employees' skills, knowledge, and abilities through training, mentorship and skill-building prospects (Argyropoulou & Kaliris,

2018). The improved skills and competencies acquired through career development positively influence employees' performance, as individual growth in their roles, becomes effective contributors to success of organization (Luh & Dewi, 2020). The career development programs reveal organizational commitment to employees' growth and development as employees who experience career development opportunities are more likely to feel valued and invested in by the concerned organization (Hubeis & Hendri, 2020). This sense of support fosters organizational loyalty as employees recognize that the institution is dedicated to their professional growth and success (Ali et al., 2023), as high levels of the organizational loyalty are associated with increased commitment, engagement and positive attitude toward different tasks.

The loyal employees are likely to go above and beyond in their roles, resulting in higher performance levels as commitment to organizational success becomes the driving force that positively influences individual and collective performance (Fadhila & Sulistiyani, 2022). The recognition and rewards are often integral components of effective career programs as recognizing employees' efforts and successes in context of career development contributes to positive work environment (Nasution, Mariatin & Zahreni, 2018). This recognition enhances loyalty as employees feel acknowledged valued, motivating them to sustain or improve performances (Ali, Marwan & Mujeeb, 2023). This alignment positively influences their performance as the career development practices include feedback and fostering open communication regular feedback and clear communication contribute to employees' understanding of career growth paths (Fadhila & Sulistiyani, 2022). Thus, providing employees with chances to acquire new skills and knowledge contributes to improved performance (Fadhila & Sulistiyani, 2022), through training that are likely to be loyal to organization that supports their professional growth towards desired developments.

Research Hypotheses

- H1: There is significant association among independent variable (career development), mediator (organizational loyalty) and criterion variable (employees' performance).
- H2: There is significant impact of predictor (career development), and mediator (organizational loyalty) upon criterion (employees' performance).
- H3: The organizational loyalty significantly mediated relationship between career development and employees' performance in higher educational setting.

Material and Methods

The current study is quantitative in nature that is based upon the examination of existing realities and their interrelationships in the native environment by collecting data through questionnaires, analyzing data through diverse statistical procedures, extracting the desired innovative information and reaching the conclusion. The surveys enable the researchers to generalize findings towards a larger population as through sampling a representative subset of the population, researchers can draw conclusions about broader group (Ridenour & Newman, 2008). The population of interest in present research is hailing higher education institutions due to its vital role in socio-academic and socio-economic development of country in diverse situations and contexts. This population comprises (1420) teachers from selected institutions (GU, ULM, USTB, KKKUK, & KUST, from southern region, KP, Pakistan wherein (312) sample was selected over statistical formular (Yamane, 1967). The existing data was thus collected from existing research databases while primary data was collected over structured questionnaire comprised of demographics and research.

In this linking, existing literature provides different scales for measuring research issues in different contexts like, career development scale was adapted from (Sukma & Nurhayati, 2021), organizational loyalty scale was adapted from (Guillon & Cezanne, 2014), and employees' performance scale from (Salanova, Agut & Peirffo, 2005), by ensuring the validity and reliability. Similarly, 5-point Likert scale was used ranging from strongly disagree (1) to strongly agree (5), to collect the data from respondents through different statement in measuring research variables. The validity and reliability as important techniques used in research for ensuring justification for using the research instrument in particular context towards validations and applications in the particular context. Likewise, mediation analysis is statistical process that is used to explore underlying mechanisms and pathways where independent variable influences the dependent variable in the presence of third variable. Thus. The present study provides the details and justifications for using different tools and techniques to conduct the research study in particular context.

Results and Discussion

The results of present study have been produced in this section as outcomes of the diverse statistical procedures regarding hypothesized relationship along with appropriate interpretations in order to make sure the research in systematic manner to confirm the realization of desired outcomes in reaching conclusion. The tables of descriptive statistics and reliability analysis are self-explanatory as provides significant information.

Table 1
Descriptive Statistics

	N	MIN	MAX	Mean	SD
Career Development	300	1.70	4.70	3.3730	.67510
Organizational Loyalty	300	1.60	4.60	3.4357	.66546
Employees' Performance	300	1.63	4.70	3.3699	.61043

Tabel 2
Reliability Analysis

	CA	RHO_A	CR	AVE
Career Development	0.97	0.98	0.98	0.80
Organizational Loyalty	0.95	0.95	0.96	0.70
Employee Performance	0.95	0.95	0.96	0.70

Table 3
Correlation Analysis (H1)

		[2]	[3]
Career Development [1]	Pearson Correlation		
	Sig. (2-tailed)		
	N		
Organizational Loyalty [2]	Pearson Correlation	.402**	
	Sig. (2-tailed)	.000	
	N	300	
Employees' Performance [3]	Pearson Correlation	.509**	.523**
	Sig. (2-tailed)	.000	.000

	N	300	300
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** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis is used to examine the relationships with regard to strength and direction in association among the research variables of study. The first hypothesis was about the hypothesized association as examined through correlation procedure. The results revealed the valuable information about the desired association likewise career development and employees' performance ($R = .509$ & $P = .000$), organizational loyalty and employees' performance ($R = .523$ & $P = .000$), along with significant results in association among predicting variables. These results offered the dynamic informative clues about the association among the research variables and consequently, the first hypothesis (H1) about association is accepted. These results are in line to some extent with the previous studies results like (Mark, & Nzulwa, 2019; Luh & Dewi, 2020; Veloso, Sousa, Oliveira & Walter, 2021) and therefore significantly confirmed.

Table 4
Model Summary (H2)

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.718a	.515	.508	.42804

Table 5
ANOVA Outcomes (H2)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	57.365	4	14.341	78.276	.000b
Residual	54.048	295	.183		
Total	111.414	299			

Table 6
Coefficients of Regression (H2)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SE	Beta		
1 (Constant)	.740	.192		3.842	.000
Career Development	.188	.043	.208	4.396	.000
Organizational Loyalty	.222	.043	.242	5.122	.000

Predictors: Career Development & Organizational Loyalty

Criterion: Employees' Performance

The regression analysis is used to examine hypothesized relationship about the cause-&-effect among predictors, mediators and criterion variables. The results of regression revealed that 51.5% variance is occurred in employees' performance due to the career development and organizational loyalty that are further confirmed through ANOVA. The results further confirmed significance of prediction towards employees' performance through the predictors like career development ($\beta = .188$ & $P\text{-value} = .000$), and organizational loyalty ($\beta = .222$ & $P\text{-value} = .000$), which is insignificant from results. Therefore, due to significance for prediction towards cause-&-effect relationship, hypothesis (H2) is thus accepted from the regression outcomes. These results are in line

with the previous studies results to some extent like (Nasution, Mariatin & Zahreni, 2018; Ali, Marwan & Mujeeb, 2023), and consequently significantly confirmed and validated.

Table 7
Model Summary (path-a)

R	R Square	MSE	F	df1	df2	p
.4023	.1618	.3724	40.5675	1.0000	298.0000	.0000

Table 8
Coefficients of Regression (path-a)

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	2.0981	.2221	9.4472	.0000	1.6611	2.5352
Career Development	.3966	.0623	6.3693	.0000	.2740	.5191

Predicting Variable: Career Development

Criterion Variable: Organizational Loyalty

Table 9
Model Summary (path-b & c-prime)

R	R Square	MSE	F	df1	df2	p
.6159	.3794	.2328	87.4343	2.0000	297.0000	.0000

Table 10
Coefficients of Regression (path-b & c-prime)

Model	Coefficient	Se	t	p	LLCI	ULCI
Constant	1.0885	.1851	5.8797	.0000	.7242	1.4528
Career Development	.3480	.0621	5.6077	.0000	.2259	.4702
Organizational Loyalty	.3219	.0498	6.4624	.0000	.2239	.4199

Predicting Variable: Career Development, Organizational Loyalty Criterion Variable: Employees' Performance

Table 11
Model Summary (path-c)

R	R Square	MSE	F	df1	df2	p
.5086	.2587	.2772	77.2274	1.0000	298.0000	.0000

Table 12
Coefficients of Regression (path-c)

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.8187	.1872	9.7132	.0000	1.4502	2.1872
Career Development	.4599	.0523	8.7879	.0000	.3569	.5629

Predicting Variable: Career Development

Criterion Variable: Employees' Performance

Table 13
Normal Theory Test

Effect	Se	Z	p
.1380	.0330	4.1799	.0000

The mediation procedure offers important information about hypothesized relationship in examining mediating role of organizational loyalty in linking career development and employees' performance. The results over different paths provides significant information wherein path-a revealed that 16.18% changes occurred in organizational loyalty due to career development with significant impact ($\beta = .3966$ & P-value = .000). The paths (b & c) revealed that there is 37.94% change in criterion (employees' performance) is due to predictor and mediator. The coefficient of regression revealed the significance of variables in predicting employees' performance like career development ($\beta = .3480$ & P-value = .000) and organizational loyalty ($\beta = .3219$ & P-value = .000) as significant and provides the clues for further mediation procedure.

The fourth mediation path revealed the direct relationship between predictor and mediator wherein 25.87% variance occurred in criterion variable (employees' performance) is due to predicting variable (career development). The coefficient of regression revealed that career development has significant impact on the employees' performance ($\beta = .4599$ & P-value = .000). Thus, all the paths have provided significant information in reaching the decision that whether it happened partial mediation or full-mediation. The reduction in coefficient value from (.4599) in direct relationship to (.3480) in indirect relationship whereas the p-values remained significant confirmed that organizational loyalty partially mediated relationship between talent management and employees' performance. Therefore, from the mediation outcomes, (H3) about mediation is accepted from results. And confirmed by Sobel test or normal theory test. These results are in line with the previous studies results from different individual perspectives for predicting one or another variables and their related linkages (Mark, & Nzulwa, 2019; Luh & Dewi, 2020; Veloso, Sousa, Oliveira & Walter, 2021; Nasution, Mariatin & Zahreni, 2018; Ali, Marwan & Mujeeb, 2023).

Conclusion

The present study aimed to examine relationships among career development, organizational loyalty, and employees' performance in higher education institution context. In order to examine hypothesized relationships among research variables as extracted from theoretical framework, different tools and techniques have been applied toward chasing research hypothesis, finding the answers and reaching the conclusion. The results of study revealed that there is positive and significant association among research variables thereby applying correlation procedure, positive impact of predictors upon criterion variable and significant partial mediation. Therefore, the results are produced with details to reach the desired conclusion likewise the first hypothesis was about examination of association among independent variables (career development), mediator (organizational loyalty) and criterion variable (employees' performance) that provide information in reaching conclusion.

The results of association over correlation revealed significant association among the research variables in context of higher education institutions. These results have also been validated through results of previous research studies, and first hypothesis was accepted. Second hypothesis was about impact of predictors (career development), and mediator (organizational loyalty) on criterion (employees' performance). The results of regression revealed significant impact of career development and organizational loyalty on employees' performance. These results are validated and therefore from regression, hypothesis was accepted. The third hypothesis was about role of organizational loyalty as mediator in linking the career development and employees' performance in higher educational setting, where results revealed that organizational loyalty partially mediated the relationship between career development and employee performance. Thus, it means

that in predicting employees' performance, both career development and organizational loyalty are equally vital for producing desired outcomes. Therefore, from the mediation results, hypothesis was thus accepted.

Recommendations

1. The career development is important for the professional growth of teachers in institution that recognizes the required potentials and abilities towards the success and thus institutions are required to honor the employees' abilities and knowledge to ensure their due development and desired professional status.
2. The organizational loyalty is widely recognized as leading phenomenon that is responsible along for various institutional and employees' outcomes. The institutions are required to make sure every possible leading measure to make them satisfied to improve their dedication and commitment to excellence.
3. The performance is the leading parameter that aims to provide strong support towards the institutional prolonged development and success. Thus, the higher institutions are required to ensure the teachers' inspirations and motivation toward required decent performance through strategic plans for success.

Future Research Directions

1. The current study used organizational loyalty as mediator to link career development and employees' performance. The future researchers are required to use other mediators to ensure in linking the predictor and criterion variables in order to ensure the appropriate outcomes to contribute the knowledge.
2. The present examined the research variables under study in the higher educational context to chase certain hypothesized relationships however, future researchers are required to examine these variables in other contexts (health, telecom & SMEs) to compare the predicted results with current study.
3. The present study used the traditional tools for analyzing the relationship among research variables like predictors, mediators and criterion along with demographic variables. Thus, future researchers are required to use advanced statistics like SEM to compare the results of both techniques.

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