

Factors influencing career sustainability in Saudi Arabian banks: A PLS-SEM analysis

Musrrat Parveen¹, Amal Awadh Hadi Alshehri²

¹ King Abdulaziz University, Faculty of Economics and Administration, Department of Human Resource Management, Saudi Arabia, ORCID: 0000-0002-3796-8061, mpmohammed@kau.edu.sa;

² King Abdulaziz University, Faculty Economics and Administration, Department of Human Resource Management, Saudi Arabia, ORCID: 0009-0007-9409-0359, aalshehri1578@stu.kau.edu.sa.

Abstract: This research delves into the correlation between organizational career growth and its impact on career sustainability among employees in the Saudi Arabian banking sector. It also explores the mediating influence of task performance and organizational citizenship behavior. Utilizing self-reported online questionnaires, data was collected from employees in Jeddah and Riyadh, Saudi Arabia, working in both private and public banks. Approximately 255 surveys were gathered, and thorough scrutiny of the data was conducted to identify any instances of common bias, duplication, or missing values. Following this data cleaning process, a sample size of 200 was retained for subsequent analysis. The survey, conducted over a month from December 2022 to January 2023, targeted four key factors: organizational career growth (OCG), organizational citizenship behavior, task performance, and career sustainability. The study utilized partial least squares structural equation modeling (PLS-SEM) and path analysis, a combination that allows observed variables to represent latent variables while elucidating causal relationships between them. The findings showed that organizational career growth has a positive and significant influence on organizational citizenship behavior, task performance, and career sustainability. The SRMR value of 0.078 indicates a good fit between the observed data and the model; while the normed fit index (NFI) score of 0.957 shows that the model fits the data well. In addition, the study utilized the blindfolding technique to evaluate the model's predictive validity. The results show that organizational career growth exerts a moderate effect on both task performance ($Q^2 = 0.218$, $Q^2 = \text{medium effect}$) and career sustainability ($Q^2 = 0.281$, $Q^2 = \text{medium effect}$) and has a limited impact on organizational citizenship behavior ($Q^2 = 0.136$, $Q^2 = \text{small effect}$). Expanded career opportunities within the organization led to better task performance and organizational citizenship behavior, indirectly boosting employees' career sustainability in banking sector. Detailed managerial insights are also provided.

Keywords: Organizational career growth, career sustainability, organizational citizenship behavior, task performance, banking sector.

JEL codes: C38, C52, J24, L29, M10, M54, O15.

APA Style Citation: Parveen, M., & Alshehri, A. A. H. (2024). Factors influencing career sustainability in Saudi Arabian banks: A PLS-SEM analysis. *E&M Economics and Management*, 27(3), 154–171. <https://doi.org/10.15240/tul/001/2024-5-010>

Early Access Publication Date: July 2, 2024.

Introduction

Organizational career growth is vital for ensuring career sustainability, particularly in an

environment like Saudi Arabia, where profoundly influences individual career paths. It asserts that career growth opportunities,

encompassing promotions, compensation, professional development, and training, positively impact career sustainability (Bozionelos et al., 2020). Investments in employee career growth demonstrate organizational commitment, foster a positive culture, and enhance task performance and career sustainability. Alshaabani et al. (2021) research suggests that perceived organizational support for career growth correlates with higher organizational citizenship behavior and commitment. Prioritizing employee growth contributes to improved retention, reduced turnover, and increased motivation, enhancing career sustainability in Saudi Arabia. The major objective is to investigate the influence of organizational career growth on employees' career sustainability, measured through organizational citizenship behavior and task performance.

The research emphasis on employees in Saudi Arabian banks raises two key investigations: the influence of organizational career growth on career sustainability and the mediating functions of organizational citizenship behavior (OCB) and task performance in this dynamic (Weng et al., 2010). While existing studies have explored factors such as organizational commitment, work engagement, leadership, individual career management, employee voice behavior, career development, sustainable careers, and turnover intentions (Canaj et al., 2021; Son & Kim, 2021; Wang et al., 2014; Weng & McElroy, 2012; Wickramaratne, 2020), they have not thoroughly investigated the relationship between organizational career growth and career sustainability, particularly among Saudi Arabian bank employees. Tordera et al. (2020) findings highlight the imperative of understanding how human and organizational factors affect long-term career sustainability, especially in relation to well-being and employee/task performance. Consequently, there is a need for empirical investigations into how organizational career growth shapes career sustainability within the distinctive cultural and organizational milieu of Saudi Arabian banks (Müller et al., 2022). Moreover, the proposed research aims to investigate the mediating role of organizational citizenship behavior (OCB) and task performance in this relationship. While previous research has explored the influence of OCB and task performance on career outcomes (Koopmans et al., 2014; Podsakoff et al., 2009), there is a dearth of studies focusing on their specific mediating

role within the banking sector in Saudi Arabia (Al Balushi et al., 2022).

Therefore, the purpose of our research is to address the research gap by empirically investigating the mechanisms among organizational career growth factors (professional ability development, promotion speed, and remuneration growth) and their influence on career sustainability, aiming to create environments within Saudi Arabian banks that support sustainable careers, benefiting both employees and organizations. Additionally, by aligning our study with the banking sector, we enhance its theoretical contributions to the existing body of literature and research methodology.

1. Theoretical background

1.1 Theoretical framework and hypothesis development

Various theoretical frameworks enrich our understanding of organizational career growth. Social cognitive career theory, proposed by Lent et al. (1994), emphasizes self-efficacy, outcome expectations, and personal goals. Career construction theory, introduced by Savickas (2013), delves into subjective work experiences and meanings. Conservation of resources (COR) theory by Hobfoll (1989) explains how career growth provides increased resources, fostering positive work outcomes. Self-determination theory, advocated by Deci and Ryan (2000), gives emphasis to individual psychological needs for career growth. Integrating these perspectives provides a comprehensive understanding of organizational career growth's impact on employees. Savickas (2013) extends the conversation, offering frameworks within career construction theory for understanding career sustainability and highlighting self-reflection, adaptability, and proactive management as crucial elements. Continuous learning, growth, and resource acquisition, aligned with Hobfoll's (1989) COR theory, play pivotal roles in achieving career sustainability.

Organizational citizenship behaviors (OCB) go beyond job requirements, benefiting organizations. Social exchange theory (Blau, 1964) underscores reciprocity in employee-organization relationships. Social learning theory (Bandura, 1977) highlights behavior learning through observation. OCB positively influences job satisfaction, commitment, and overall effectiveness (Organ & Ryan, 1995). Understanding these theories fosters a culture

encouraging such behavior. Task performance, integral to job responsibilities, is influenced by theoretical frameworks like goal-setting theory (Locke & Latham, 2002), social cognitive theory (Bandura, 1986), and self-determination theory (Deci & Ryan, 1985). Aligning tasks with individual goals enhances employee productivity, job satisfaction, and organizational effectiveness, which are vital for organizational success. Based on the theoretical framework mentioned above, we formulated the following research objectives:

- *Explore the influence of organizational career growth on organizational citizenship behavior, task performance, and career sustainability.*
- *Examine how the relationship between organizational career growth and career sustainability is mediated by the role of organizational citizenship behavior and task performance.*

1.2 Banking sector in Saudi Arabia

Career sustainability in Saudi Arabian banks is significantly influenced by organizational career growth – a pivotal factor. The surge in the number of banks to 28 in 2020, with total assets reaching 775.29 billion USD, signals substantial career prospects as shown by Saudi Arabian Monetary Authority (2020). The recent focus on organizational career growth emphasizes its pivotal role in fostering career sustainability. This involves individuals progressing within an organization, enhancing skills, knowledge, and experience – essential for thriving in the dynamic Saudi Arabian banking landscape. Organizational career growth positively influences organizational citizenship behavior (voluntary actions benefiting the organization) and task performance (meeting or surpassing performance expectations; Bozionelos et al., 2020; Lo Presti et al., 2019).

Organizational citizenship behavior (OCB), demonstrated through actions like assisting colleagues and exceeding job expectations, is vital for career sustainability. High OCB levels enhance perceived commitment, potentially leading to increased career opportunities and job security, as proclaimed by Bolino et al. (2013). Task performance, which refers to an employee's ability to perform their job duties effectively (Williams & Anderson, 1991), is vital in Saudi Arabian banks, encompassing activities such as meeting sales targets,

providing exceptional customer service, and ensuring regulatory compliance. Organizational career growth significantly influences OCB and task performance, positively contributing to long-term career sustainability (Bozionelos et al., 2020; Lo Presti et al., 2019).

In the Saudi Arabian banking sector, challenges affecting career growth and sustainability go beyond gender disparities (Alshehri & McLaughlin, 2021). These encompass fostering employee engagement, understanding the interplay between HRM practices, employee job satisfaction, and sustainable competitive advantages, as suggested by Tawfig and Kamarudin (2022), as well as the impact of HRM practices on employee engagement and organizational commitment (Alshehri et al., 2017; Cherif, 2020). The Saudization policy significantly influences recruitment and retention, with training and revised working hours being crucial (Edgar et al., 2016). Retention challenges and high turnover rates further hinder career stability, compounded by intricate regulatory environments. Economic uncertainties and evolving customer expectations contribute to the complex workforce landscape. Tackling these issues requires a strategic emphasis on continuous learning, diversity promotion, and cultivating inclusive workplace cultures to ensure professionals' long-term career growth and sustainability in the Saudi Arabian banking sector. These studies accentuate the need for robust organizational cultures, sustainable competitive advantages, and effective HRM strategies to address challenges and trends in the Saudi Arabian banking industry.

1.3 Review literature

Organizational career growth and its impact on career sustainability

Research has consistently demonstrated a positive relationship between organizational career growth and various career-related outcomes such as organizational citizenship behavior, task performance, and career sustainability. For instance, Biswakarma (2016) found that dimensions of organizational career growth are negatively related to employees' turnover intentions. Recent studies have also highlighted the role of career management practices (CMPs) and lifelong learning in promoting organizational career growth and career sustainability. Wickramasinghe and Premachandra (2021) found that CMPs driven by both

organizations and employees of medium-sized enterprises in Sri Lanka have positive effects on organizational career growth, while Liu et al. (2022) found that lifelong learning positively influences career sustainability. Furthermore, Tordera et al. (2020) discovered that various HR practices could contribute to sustaining careers. Organizational commitment, which is closely linked to career sustainability, has been shown to have a positive relationship with career growth (Weng et al., 2010). Thus, promoting organizational career growth can help foster career sustainability and retain talented employees in the long run.

Bai (2018) suggested that career advancement has a clear impact on an individual's sense of organizational identity, leading to a better fit between the individual's values and those of the organization. It is essential for organizations to prioritize organizational career growth, as it is a vital factor in ensuring long-term career success. Companies should invest in career management programs, continuous learning opportunities, diverse human resources practices, and initiatives to promote organizational identification to encourage organizational career growth and retain skilled employees.

H1a: Organizational career growth has an impact on career sustainability.

Organizational career growth and its impact on organizational citizenship behavior

Several studies have demonstrated that employees who perceive opportunities for career growth within an organization are more likely to engage in organizational citizenship behavior (Bagdadli & Gianecchini, 2019). For example, Bagdadli and Gianecchini (2019) revealed that career growth opportunities were positively related to organizational citizenship behavior in a sample of Turkish employees. Similarly, a study by Bolino et al. (2013) found that perceived organizational support for career development was positively related to organizational citizenship behavior in a sample of US employees.

Recent research has also shown that the relationship between career growth and organizational citizenship behavior may be mediated by psychological empowerment (Huang et al., 2019). Huang et al. (2019) found that career growth opportunities were positively related to psychological empowerment, which in turn was positively related to organizational

citizenship behavior in a sample of Chinese employees. In addition, organizational career growth may also influence other dimensions of employee behavior, such as job satisfaction and turnover intentions (Japor, 2021).

Overall, the evidence suggests that providing opportunities for career growth and development can lead to positive outcomes for both employees and organizations. Managers should thus prioritize career growth as a means of fostering employee engagement and citizenship behaviors.

H1b: Organizational career growth has an impact on organizational citizenship behavior.

Organizational career growth and its impact on task performance

Previous literature on the relationship between organizational career growth and task performance has yielded mixed results. A research study conducted by Vianello et al. (2022) suggests that career calling can enhance job performance, but this effect may be weakened in high-demand jobs. In contrast, Haynie et al. (2020) found that career adaptability and job engagement could enhance task performance. Furthermore, Kalia and Bhardwaj (2019) found that task performance may increase with age, but contextual performance may peak at middle age, and both may be influenced by the type and size of organization.

According to Bal et al. (2015), there is a positive link between employees customizing their careers, job attitudes, and subsequent objective career success. This implies that organizational career growth can positively affect task performance. However, further research is required to investigate potential moderating factors influencing this relationship. There are several variables that influence the relationship between organizational career growth and task performance, making it a complicated and diverse effect. According to Schuler (1977), individual variables play a mitigating role in this impact, such as job participation and growth needs. In the Develi et al. (2022) investigation, personal growth initiative was found to operate as a mediator between task performance and job satisfaction. It also demonstrates that organizational career growth has a favorable impact on work engagement and that organizational identification acts as a mediating factor (Bai & Liu, 2018). Wickramasinghe and Premachandra (2021) conclude

by highlighting the role that career management strategies have in improving organizational career growth and how that can affect task performance. The extensive research accentuates how individual differences, personal development endeavors, job involvement, and strategies for career management all play pivotal roles in shaping the association between organizational career advancement and task effectiveness.

H1c: Organizational career growth has an impact on task performance.

Organizational career growth and its impact on organization citizenship behavior and career sustainability

Organizational career growth is vital for employees and organizations alike, addressing the needs for advancement and skill development. An important outcome is its positive influence on organizational citizenship behavior (OCB), referring to voluntary actions beyond job requirements. Research conducted by Liu et al. (2022) indicates that employees perceiving opportunities for career growth are more inclined to engage in OCB, contributing to a supportive workplace culture and organizational success. In addition, organizational career growth is vital for career sustainability, equipping employees with skills to navigate job and industry changes. Access to training and development enhances employees' career management, ensuring relevance and adaptability (Orduna, 2022).

Son and Kim (2021) revealed that the association between organizational career growth and career commitment is mediated by work engagement. Similarly, Jiang et al. (2017) observed that organizational citizenship behavior mediates the relationship between transformational leadership and sustainable employee performance. As a result, these studies imply that organizational career growth may raise the possibility of greater organizational citizenship behavior, which in turn could have an impact on career sustainability.

Hence, organizational career growth is essential for both employees and organizations, as it has a positive impact on organizational citizenship behavior and career sustainability. By providing employees with opportunities for development and advancement, organizations can create a more engaged workforce and support the long-term career success of their employees.

H2: Organizational career growth has an impact on career sustainability mediated by organizational citizenship behavior.

Organizational career growth and task performance and career sustainability

The relationship between organizational career growth, task performance, and career sustainability has yielded mixed results, as indicated by various studies. Lee and Lee (2018) discovered that job satisfaction and organizational commitment are crucial individual factors that impact job performance through career development. This suggests that organizational career growth may enhance task performance and contribute to career sustainability.

According to Ingusci et al. (2021) task performance mediates the relationship between organizational career growth and career sustainability. In other words, employees who have access to career growth opportunities tend to perform better at their job, which in turn leads to career sustainability. These findings are supported by earlier research conducted by Cabrera et al. (2024), which suggests that career growth opportunities enhance employees' job performance. Organizational career growth also has a positive impact on employees' job satisfaction, which further affects their career sustainability.

A study by Spagnoli (2017) found that career growth opportunities were positively related to job satisfaction, which subsequently increased career sustainability. Recent research suggests that organizational career growth has a positive impact on career sustainability, mediated by task performance. By providing employees with opportunities for development and advancement, organizations can enhance task performance and job satisfaction, which in turn leads to career sustainability.

H3: Organizational career growth has an impact on career sustainability mediated by task performance.

Organizational citizenship behavior and career sustainability

Organizational citizenship behavior refers to the voluntary actions of employees that go beyond their formal job requirements to benefit the organization. Recent research suggests that organizational citizenship behavior has a positive impact on career sustainability. For instance, studies shown by Jiang et al.

(2017) found that organizational citizenship behavior mediates the relationship between transformational leadership and employee sustainable performance. Similarly, a study by Freire and Pieta (2021) found that organizational citizenship behavior positively affects career sustainability through its impact on job satisfaction. Thus, organizational citizenship behavior appears to be a key factor in sustaining a fulfilling and rewarding career over time.

Chandra and Mathur (2021) discovered that respondents' work attitudes were positively influenced by their involvement, satisfaction, and commitment to their work roles. Lo Presti et al. (2019) revealed that factors such as relational and balanced psychological contracts, a growth-oriented career mindset, and boundaryless thinking have a positive impact on organizational citizenship behavior, which, in turn, is closely related to career sustainability. Therefore, companies must be attentive to their employees' psychological contracts and their overall career satisfaction since it affects their willingness to engage in organizational citizenship behavior. The study findings, combined with prior research, imply that organizational citizenship behavior can have a beneficial effect on sustaining one's career.

H4: Organizational citizenship behavior has an impact on career sustainability.

Task performance and career sustainability

Task performance is the degree to which an employee effectively completes their job responsibilities. Recent research has suggested that task performance has a positive impact on career sustainability. A study conducted by Ingusci et al. (2021) found that task performance mediates the relationship between organizational career growth and career sustainability. In addition, job performance is positively related to career sustainability in the hospitality industry, as proclaimed by Cesário et al. (2022).

Bozionelos et al. (2020) found that an employer-sponsored training program had a positive impact on employees' job performance and employability. This was mainly attributed to the program's ability to increase employees' receptiveness to new experiences and provide them with supportive supervision, resulting in greater career stability. Consequently, it is reasonable to assume that a significant association exists between an individual's task performance and the sustainability of their career.

Therefore, we can conclude that task performance is strongly linked to career sustainability.

Udayar et al. (2021) discovered that positive work events could contribute to career sustainability, indicating that task performance may also enhance career sustainability. Meanwhile, a recent study by Adekiya (2024) suggested that task performance has a significant positive effect on job satisfaction. Given the relevance of job satisfaction to career sustainability, this highlights the importance of task performance.

H5: Task performance has an impact on career sustainability.

2. Research methodology

Data was collected through self-reported questionnaires distributed online, targeting employees working in private and public banks in Jeddah and Riyadh, Saudi Arabia. Approximately 255 surveys were gathered, and thorough scrutiny of the data was conducted to identify any instances of common bias, duplication, or missing values. Following this data cleaning process, a sample size of 200 was retained for subsequent analysis. The data collection period spanned one month, from the end of December 2022 to the start of January 2023. The questionnaire was translated both in English and Arabic.

The surveys created for this study aimed to gather information about four specific factors: organizational career growth, organizational citizenship behavior, task performance, and career sustainability. Respondents were asked to rate each item using a five-point Likert scale, where 1 represented "strongly disagree" and 5 represented "strongly agree."

The initial phase of the study evaluated organizational career growth using a 15-item scale developed by Weng et al. (2010). Organizational career growth was broken down into four main subcategories: career goal progress, which gauged progress towards career objectives; professional ability development, which measured growth in professional skills and expertise; promotion speed, which assessed the rate of promotion; and remuneration growth, which determined salary increases over a minimum three-month period with the current employer. Remuneration growth was measured using a 3-item scale, while the first three dimensions were measured using 4-item scales. Examples of items in each subcategory include "My current job is helping me achieve my career

goals,” “My current job motivates me to continually develop job-related skills,” “I am being promoted quickly in my current organization,” and “My salary is increasing rapidly in my current organization.” These items were found to have high reliability (∞ 0.904) and validity (with an average variance extracted score of above 0.50).

Organizational citizenship behavior was evaluated using a 6-item scale adapted from the study conducted by Spector et al. (2010) that aimed to measure the frequency of citizenship behaviors in the workplace. The scale assessed how often respondents or others engaged in each behavior. Participants rated their level of agreement with six items on a scale from 1 (strongly disagree) to 5 (strongly agree). These items were deemed reliable (∞ 0.815) and valid (with an average variance extracted score of above 0.50). The task performance (TP) scale was made up of five items that were adapted from the research of Koopmans et al. (2014). The items assessed various aspects of task performance, such as whether the work was completed on time or whether the quality met expectations. Respondents rated their level of agreement with each item on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The TP scale demonstrated good reliability (∞ 0.823) and validity (with an average variance extracted score of above 0.50).

To assess career sustainability, we used the scale developed by Chin et al. (2021). The scale consisted of 11 out of 12 items that were related to various aspects of one's career. The items included statements such as “My profession allows me to continuously learn new things,” “My career enables me to critically evaluate information from different sources,” and “My career makes me happy because I can utilize my skills effectively.” Participants were asked to rate their level of agreement with each item using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The career sustainability scale demonstrated good reliability (∞ 0.926) and validity (with an average variance extracted score of above 0.50).

3. Results

3.1 Result analysis

The study employed partial least squares structural equation modeling (PLS-SEM) in conjunction with path analysis to evaluate their hypotheses, following the suggestion

of Rasoolimanesh et al. (2021). PLS-SEM and path analysis enabled a comprehensive analysis of the relationships between the variables under investigation.

The study implemented several techniques to minimize common method bias and social desirability bias. The researchers used statistical and procedural remedies to minimize common method variance, such as assuring participants of their anonymity, randomizing the measurement of variables, and employing Harman's single-factor test to detect any unidimensionality. The results of Harman's single-factor test showed that the variance accounted for by a single factor was less than 50%, indicating the absence of common method variance. Additionally, outliers were identified and removed from the dataset based on a significance level of $p < 0.001$, as suggested by Tabachnick and Fidell (2019). The mean, standard deviation, and bivariate Pearson correlation of the variables are shown in Tab. 1.

The preeminent portion of responses, constituting 96.7%, identifies as “Saudi,” with a minority, 3.3%, falling into the “non-Saudi” category. In terms of banking affiliation, the predominant majority of responses, at 81.3%, align with “public banks,” while the remaining 18.7% are linked to “private banks.” Gender-wise, 55.1% of respondents are male and 44.9% are female. Tab. 1 illustrates the distribution of responses across various age groups, revealing that a significant proportion falls within the less than 25 years and 25–30 years categories. Concerning educational qualifications, a substantial 68.7% of respondents hold a Master's degree, followed by 18.7% with a Bachelor's degree, and 12.6% with a Diploma. Marital status indicates that 70.1% of respondents are married, with the remaining 29.9% being single.

Validity and reliability of the reflective constructs

The accuracy and dependability of the reflective constructs – namely organizational career growth (OCG), organizational citizenship behavior (OCB), task performance (TP), and career sustainability (CS) – were confirmed. In this study, the researcher evaluated the reliability and validity of reflective constructs using the formula proposed by Dijkstra and Henseler (2015). To ensure the quality of the items, Dijkstra et al. (2015) recommend a factor loading of at least 0.60, composite reliability

Tab. 1: Descriptive statistics and bivariate Pearson correlation

	Descriptive		Bivariate Pearson correlations			
	Mean	SD	1	2	3	4
Organization	2.495	0.755				
Nationality	1.032	0.178				
Working experience	3.509	1.702				
AGE	3.649	1.763				
Qualification	3.023	0.623				
Marital status	1.747	0.486				
Organizational career growth	4.044	0.647	1			
Organizational citizen behavior	4.122	0.441	0.077*	1		
Task performance	4.059	0.472	0.131*	0.467*	1	
Career sustainability	4.100	0.536	0.131*	0.419*	0.540*	1

Note: ** correlation is significant at the 0.01 level (2-tailed).

Source: own (using SPSS software)

Tab. 2: Reliability, AVE and VIF values of reflective model – Part 1

Constructs	Items	Type	Loadings	a	Rho-A	CR	AVE	VIF
Organizational career growth scale	CGP1	Reflective	0.607	0.904	0.911	0.919	0.533	1,296
	CGP2		0.732					2,014
	CGP3		0.678					2,288
	CGP4		0.698					2,169
	PAD1		0.641					1,993
	PAD2		0.6487					2,622
	PAD3		0.711					2,467
	PAD4		0.745					2,843
	PS1		0.654					2,361
	PS2		0.683					1,531
	PS3		0.691					1,956
	PS4		0.702					2,070
	RG1		0.656					2,303
	RG2		0.756					2,640
	RG3		0.724					2,583

Tab. 2: Reliability, AVE and VIF values of reflective model – Part 2

Constructs	Items	Type	Loadings	a	Rho-A	CR	AVE	VIF
Organizational citizenship behavior	OCB2	Reflective	0.779	0.815	0.817	0.867	0.523	2,078
	OCB3		0.769					2,022
	OCB5		0.745					1,574
	OCB6		0.701					1,512
	OCB7		0.729					1,579
	OCB9		0.609					1,254
Task performance	TP1	Reflective	0.733	0.823	0.826	0.876	0.588	1,505
	TP2		0.789					1,816
	TP3		0.767					1,691
	TP4		0.843					2,133
	TP5		0.692					1,487
Career sustainability	CSF1	Reflective	0.735	0.926	0.928	0.937	0.575	2,003
	CSF2		0.755					2,253
	CSF3		0.735					2,058
	CSI1		0.774					2,704
	CSI2		0.767					2,581
	CSI3		0.775					2,302
	CSR2		0.752					2,523
	CSR3		0.769					2,802
	CSRE1		0.784					2,218
	CSRE2		0.777					2,282
	CSRE3		0.716					2,180

Note: a – Cronbach alpha; CR – composite reliability; AVE – average variance extracted; VIF – variance inflation factor; CGP – career goal progress; PAD – professional ability development; PS – speed; RG – remuneration growth; OCB – organizational citizen behavior; TP – task performance; CSF – career sustainability flexible; CSI – career sustainability information; CSR – career sustainability resourceful; CSRE – career sustainability renewable.

Source: own (developed from SMART PLS-SEM)

of at least 0.70, and an average variance extracted of at least 0.50. The researcher followed Hair et al. (2020) recommendations by excluding four items of organizational citizenship behavior and one item of career sustainability due to low factor loadings, which were less than 0.60.

According to Dijkstra and Henseler (2015) and Hair et al. (2020), all reflective constructs demonstrated acceptable loadings ranging from 0.607 to 0.843. The composite reliability

(CR) values for organizational career growth (0.919), organizational citizenship behavior (0.867), task performance (0.876), and career sustainability (0.937) all met satisfactory criteria. The average variance extracted (AVE) values for convergent validity were also deemed acceptable, ranging from 0.523 to 0.588. Additionally, there was no multicollinearity present, as indicated by the VIF values for all items being less than 1.8. Tab. 2 shows the composite

Tab. 3: Discriminant validity using Fornell-Larcker criterion and HTMT criterion

	Fornell-Larcker criterion				Heterotrait-monotrait (HTMT) criterion			
	CS	OCB	OCG	TP	CS	OCB	OCG	TP
CS	0.758							
OCB	0.430	0.723			0.488			
OCG	0.643	0.303	0.730		0.683	0.357		
TP	0.545	0.472	0.494	0.767	0.618	0.573	0.561	

Note: The bold numbers in diagonal in Fornell-Larcker section are square root of AVE of each construct, and other numbers are correlation between constructs; OCG – organizational career growth; OCB – organizational citizen behavior; TP – task performance; CS – career sustainability.

Source: own (developed from SMART PLS-SEM)

reliability, AVE values for convergent validity, and VIF values.

To evaluate discriminant validity, the researcher employed both the heterotrait-monotrait (HTMT) approach and the Fornell-Larcker criterion. As shown in Tab. 3, both techniques indicated adequate discriminant validity. According to Fornell and Larcker (1981), the square root AVE value of each construct should be greater than its correlation with other constructs. Additionally, the approved HTMT values for the HTMT approach can be less than 0.85, as recommended by Henseler et al. (2015).

This study utilized the blindfolding technique to evaluate the model's predictive validity. The SRMR, a commonly employed model fit index, is the first value reported in Tab. 4 of the model evaluation. In this investigation, the SRMR value was 0.078, which indicates that the observed data and the model fit well.

The sum of squares of observations (SSO) and the sum of squares of errors (SSE) are the third and fourth measures provided in Tab. 4. These metrics evaluate how well the model describes the observed data. The SSO values for OCB, TP, and CS in this investigation were (1,070.00), (1,206.00), and (2,354.00), and the SSE values are (924.20), (942.60), and (1,692.48). These findings indicate that the model adequately explains a substantial part of the variance in the outcome variables.

The Q^2 and Q^2 effect values are presented in the final column of Tab. 4. The Q^2 measure evaluates the model's predictive validity, whereas the Q^2 effect quantifies the effect size of each endogenous construct on its corresponding exogenous construct. The endogenous

variables in Tab. 3 are OCB ($Q^2 = 0.136$, Q^2 effect = small); TP ($Q^2 = 0.218$, Q^2 effect = medium); and CS ($Q^2 = 0.281$, Q^2 effect = medium) respectively.

The results distinctly indicate that the progression of organizational career growth positively influences the endogenous variables, as showcased in Tab. 4. It demonstrates values for organizational citizenship behavior ($Q^2 = 0.136$, Q^2 effect = small), suggesting that organizational career growth has a limited impact on organizational citizenship behavior. This indicates that while there is a discernible influence, the magnitude of the effect is relatively small. Employees' commitment to going beyond their formal job requirements, contributing to the organization's success, and displaying positive citizenship behaviors may not be strongly driven by organizational career growth alone in the specific context of Saudi Arabia. In practical terms, banks in Saudi Arabia may need to consider additional factors, such as workplace culture, leadership styles, or employee engagement strategies, to enhance organizational citizenship behavior among their workforce.

Simultaneously, organizational career growth exerts a medium effect on both task performance ($Q^2 = 0.218$, Q^2 effect = medium) and career ($Q^2 = 0.281$, Q^2 effect = medium). This implies that advancements in one's career within the organizational structure significantly contribute to improved task performance and career sustainability. In the specific dynamics of the Saudi banking sector, the medium effect size implies that employees who undergo career growth are likely to demonstrate a moderate

enhancement in their task performance. This signifies that career growth is associated with increased competence and efficiency in carrying out job responsibilities. Additionally, the medium effect on career sustainability emphasizes the meaningful contribution of organizational career growth to the longevity and progression of employees' careers within the banking industry in Saudi Arabia.

This information is valuable for banks in Saudi Arabia as it emphasizes the importance of providing clear career growth opportunities to enhance both individual task performance and overall career sustainability. Organizations may find it beneficial to focus on structured career development programs and pathways to cultivate a workforce that is not only proficient in their roles but also has a sustained

Tab. 4: Model evaluation

Variables	SRMR	NFI	SSO	SSE	Q ²	Q2 effect
OCG	0.078	0.957				
OCB			1,070	924.20	0.136	Small
TP			1,206	942.60	0.218	Medium
CS			2,354	1,692.48	0.281	Medium

Note: SRMR – standardized root mean square residual; NFI – normed fit index; SSO – sum of squares of observations; SSE – sum of squares of errors; OCG – organizational career growth; OCB – organizational citizenship behavior; TP – task performance; CS – career sustainability.

Source: own (developed from SMART PLS-SEM)

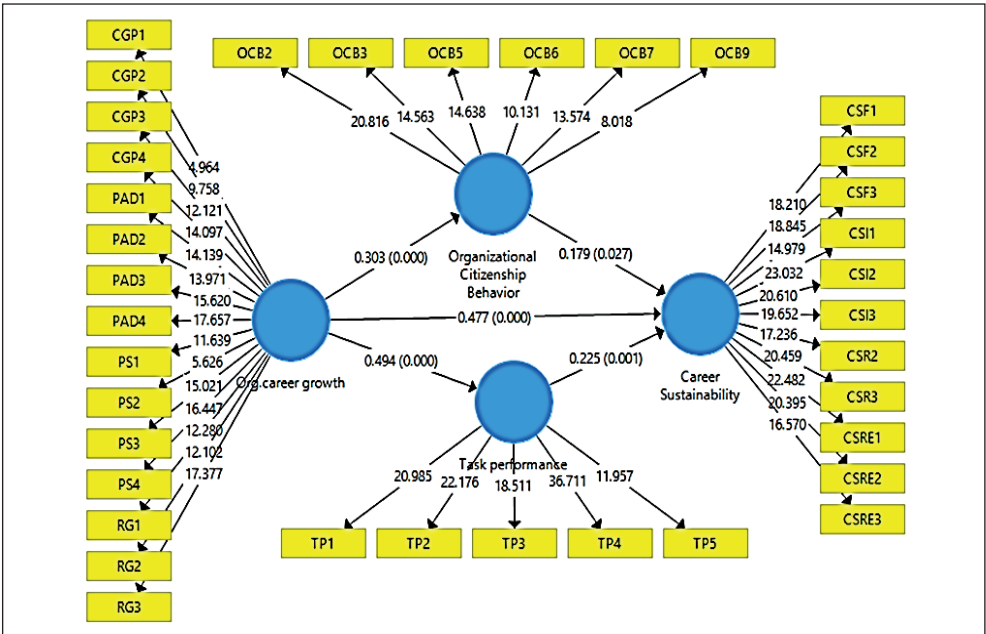


Fig. 1: Results of reflective model

Source: own (reflective model was developed by authors)

Tab. 5: Results of hypothesis testing

Hypothesis	Direct/indirect effect	Sample mean	STDEV	T-value	p-values	Bias	Bias corrected		Hypothesis supported
							5%	95%	
H1a	OCG → CS	0.478	0.069	6.929	0.000	0.001	0.339	0.614	Supported
H1b	OCG → OCB	0.325	0.079	3.824	0.000	0.015	0.130	0.443	Supported
H1c	OCG → TP	0.507	0.065	7.592	0.000	0.004	0.378	0.622	Supported
H2	OCG → OCB → CS	0.059	0.034	2.853	0.002	0.002	0.007	0.142	Supported
H3	OCG → TP → CS	0.111	0.039	2.872	0.004	0.000	0.050	0.210	Supported
H4	OCB → CS	0.186	0.085	2.110	0.035	0.007	0.028	0.363	Supported
H5	TP → CS	0.220	0.062	3.626	0.000	-0.005	0.112	0.359	Supported

Source: own (developed from SMART PLS-SEM)

commitment to long-term career growth within the banking sector.

3.2 Result of hypothesis testing

Fig. 1 and Tab. 5 display the outcomes of the hypothesis testing. The findings indicate that there is a favorable influence of organizational career growth (OCG) on employee's career sustainability (CS), thereby supporting *H1a*. Furthermore, the results also validate that OCG has an impact on organizational citizenship behavior (OCB; *H1b* supported) and task performance (*H1c* supported). Additionally, the results reveal that there exists a robust and direct correlation between OCG and CS (*H1a*), OCB and CS (*H4*), as well as TP and CS (*H5*).

To determine the possible mediation impact, the product coefficient approach (indirect effect) was utilized, and the significance of indirect effects was evaluated using bias-corrected confidence intervals (BCCI). This approach was based on the works of Hayes and Scharkow (2013) and Rasoolimanesh et al. (2021). Tab. 5 presents the results of the analysis, which supported the indirect but significant effects of organizational citizenship behavior on task performance and career sustainability (*H3*), as well as indirect but moderately significant effects on organizational citizenship behavior and career sustainability (*H4*), indicating a partial mediation impact. Furthermore, Tab. 5 shows that organizational citizenship behavior has a significant and indirect impact on career sustainability through both mediators, organizational citizenship behavior and task performance (*H2* and *H3*).

4. Discussion

The findings from the research indicate a positive relationship between organizational career growth (OCG) and employee's career sustainability (CS) and is aligned with several recent studies (Biswakarma, 2016; Vande Griek et al., 2020; Weng, 2018; Yang et al., 2015) predominantly focus on organizational career growth from the perspective of employees and how organizations can maximize their value. The four attributes of organizational career growth is evaluated on the career development opportunities and advancement provided by the current organization, including career goal progress, professional ability development, promotion speed, and remuneration growth which in turn contributes to career sustainability (Kaothan, 2018; McElroy & Weng, 2016). Research suggests that such growth initiatives foster a sense of psychological attachment among individuals towards their organization leading to increased belief and engagement with the organization (Nouri & Parker, 2013). Employee-driven career growth is seen as beneficial for workforces, as personnel are more likely to stay longer when their career aspirations align with organizational objectives (Yang et al., 2015). Organizational career growth also enhances the qualities, abilities, and talents of staff, preparing them for future job or position within the organization (Rawashdeh, 2013). Consequently, organizations that provide employees with access to career growth tools, resources, and processes tend to foster a sense of support and recognition among their workforce (Chen, 2016; Weng & McElroy, 2012). As a result,

individuals who have access to robust career growth opportunities tend to feel valued and supported by their organization, which in turn leads to career sustainability.

Our study reveals a positive correlation between four attributes of organizational career growth and career sustainability in the banking sector. However, diverse research findings highlight the influence of factors like professional ability development and rewards system (Gul, 2015); career goal progress and professional ability development (Nouri & Parker, 2013); professional ability development and remuneration growth (Lamba & Choudhary, 2013); and professional ability development, promotion speed, and remuneration growth (Van Osch & Schaveling, 2020). A previous study by Lamba and Choudhary (2013) demonstrates that organizational commitment is affected by various factors in different industries, such as remuneration growth and professional ability development in banking, career goal progress in academia, remuneration growth in hospitality, professional ability development in IT, and remuneration growth in manufacturing.

Theories like conservation of resources (Hobfoll, 1989) and career construction (Savickas, 2013) elucidate the link between organizational career growth and employee career sustainability. Thereby, supporting skill development fosters perceived value, leading to positive attitudes and job satisfaction. According to Bai (2018), a connection was found between organizational career growth and increased engagement in their study conducted in South China, emphasizing its importance for career sustainability. Weng et al. (2010) identify dimensions contributing to sustainability, supported by motivation theory, indicating that career advancement and skill development enhance focus for greater sustainability in Saudi Arabia. In addition, investigations done by Ordera et al. (2020) suggest that specific HR practices (employee task performance, organization career growth, and well-being) play a role in sustaining career growth and emphasize the direct impact of organizational commitment on long-term career sustainability.

The current investigation demonstrates the positive influence of organizational career growth on organizational citizenship behavior. According to Bagdadli and Gianecchini (2019), Turkish employees with career advancement opportunities exhibited increased organizational

citizenship behavior. Similarly, a previous study by Bolino et al. (2013) demonstrated that US employees perceiving organizational support for career development displayed higher levels of organizational citizenship behavior. This research confirms that organizational career growth in Saudi banks enhances organizational citizenship behavior, fostering greater employee assistance, guidance, and voluntary task participation.

This study confirms that organizational career growth positively influences task performance in the Saudi Arabian banking sector. A research study conducted by Ingusci et al. (2021), establishes task performance as a mediator between organizational career growth and career sustainability. Grounded in the self-determination theory (Deci & Ryan, 2000), the study underscores how professional advancement and incentives enhance task performance among employees, supporting a positive impact of organizational career growth on task performance.

In the same way, the results of the current study also validated that organizational career growth impact on career sustainability, mediated by organizational citizenship behavior. Correspondingly, research by Cao et al. (2019), Gustari and Widodo (2022) and Qiu et al. (2020) also establishes a direct and indirect link between organizational justice and teachers' task performance, mediated by organizational citizenship behavior. The findings also support Freire and Pieta's (2021) conclusion that organizational citizenship behavior positively impacts career sustainability via its effect on job satisfaction. In this banking sector study, regulatory citizenship behavior moderately affects the relationship between career growth and career sustainability in Saudi Arabia. Furthermore, the study aligns with the social exchange theory, emphasizing the relationship between employees and the organization as a driver of organizational citizenship behavior (Al-Ghazali & Sohail, 2021).

Conversely, employees who perceive opportunities for career advancement within their organization are more inclined to engage in corporate citizenship activities. A study by Liu et al. (2022) involving 198 leader-member dyads in a Chinese high-tech firm revealed a positive association between employee career satisfaction and organizational citizenship behavior (OCB). Consequently, organizational

citizenship behavior is shown to influence job satisfaction, a key indicator of career longevity (Alhashedi et al., 2021), with this relationship mediated through the mechanism of organizational citizenship behavior (Azim, 2016). These findings accentuate the idea that career growth facilitated by corporate citizenship behavior positively impacts employee career sustainability in the banking sector of Saudi Arabia.

The results of the current study indicate that task performance has an impact on career sustainability. This result supports the findings by Cesário et al. (2022), which confirms that job performance is positively associated with career sustainability in the hospitality and tourism sector in Portugal. In addition to the findings by Udayar et al. (2021) in a study conducted in Switzerland, positive work events could contribute to career sustainability, that there is evidence of work-life spillover effects, making work events vital to consider when researching career sustainability, indicating that task performance might enhance the career sustainability, however, in Saudi Arabian banks, effective job performance, meeting sales targets, and providing excellent customer service were deemed essential for career sustainability. The study aligns with goal-setting and self-determination theories, emphasizing the impact of incentives, rewards, and feedback on task performance. The ability of Saudi banks to motivate and reward employees directly links to career sustainability and organizational growth. Consequently, task performance plays a pivotal role in shaping the career sustainability of banking sector employees in Saudi Arabia (Alsharah, 2014; Jehanzeb et al., 2012).

Conclusions

The study aimed to assess the impact of organizational career growth on career sustainability in Saudi Arabia's banking sector, with organizational citizenship behavior and task performance as mediators. It confirmed the significant influence of organizational career growth on career sustainability through these mediators, contributing novel insights to the literature. The findings offer valuable information for the Saudi Arabian banking sector, emphasizing how organizational career growth enhances overall performance and career sustainability within an organization.

This study holds significance for human resources managers in Saudi banks, offering

practical insights. It emphasizes the crucial role of organizational career growth in achieving career sustainability among bank employees, aiding policymakers in the sector. Managers are encouraged to raise awareness about their subordinates' career growth, enhancing task performance and organizational citizenship behavior, thereby promoting overall career sustainability. Policy makers are advised to support practices fostering organizational career growth for enhanced performance and employee satisfaction in the banking sector.

Research limitations. The study's constraints involve the omission of certain subscales and amalgamating variables. Subsequent research should delve into distinct subscales such as career development, compensation, performance appraisal and managerial practices to advance employees organization career growth. Additionally, the cross-sectional nature of the research restricts causal inference, and the absence of longitudinal data hampers the ability to assess the long-term effects of organizational career growth.

Future research avenues may delve into aspects like workplace culture, mentoring schemes, and technological advancements within the banking domain. Exploring leadership styles, employee well-being programs, contextual performance, and industry-specific challenges' impact on career sustainability could enhance comprehension of factors affecting bank employees. Longitudinal studies on organizational career growth's efficacy pre- and post-individual experiences are suggested. Additionally, investigating causal relationships among organizational career growth and other variables is crucial for a deeper understanding, given the limited existing studies on this HR construct.

References

- Adekiya, A. (2024). Perceived job insecurity and task performance: What aspect of performance is related to which facet of job insecurity. *Current Psychology*, 43(2), 1340–1358. <https://doi.org/10.1007/s12144-023-04408-4>
- Al Balushi, A. K., Thumiki, V. R. R., Nawaz, N., Jurcic, A., & Gajenderan, V. (2022). Role of organizational commitment in career growth and turnover intention in public sector of Oman. *PLoS ONE*, 17(5), e0265535. <https://doi.org/10.1371/journal.pone.0265535>
- Al Shehri, M., McLaughlin, P., Al-Ashaab, A., & Hamad, R. (2017). The impact

of organizational culture on employee engagement in Saudi Banks. *Journal of Human Resources Management Research*, 1(1), 761672. <https://doi.org/10.5171/2017.761672>

Al-Ghazali, B. M., & Sohail, M. S. (2021). The impact of employees' perceptions of CSR on career satisfaction: Evidence from Saudi Arabia. *Sustainability*, 13(9), 5235. <https://doi.org/10.3390/su13095235>

Alhashedi, A. A. A., Bardai, B., Al-Dubai, M. M. M., & Alaghbari, M. A. (2021). Organizational citizenship behavior role in mediating the effect of transformational leadership on organizational performance in gold industry of Saudi Arabia. *Business: Theory and Practice*, 22(1), 39–54. <https://doi.org/10.3846/btp.2021.12774>

Alshaabani, A., Naz, F., Magda, R., & Rudnák, I. (2021). Impact of perceived organizational support on OCB in the time of COVID-19 pandemic in Hungary: Employee engagement and affective commitment as mediators. *Sustainability*, 13(14), 7800. <https://doi.org/10.3390/su13147800>

Alsharah, A. M. T. (2014). Rewards and incentives impact on job satisfaction of Saudi banks employees. *European Journal of Business and Management*, 6, 70–81.

Alshehri, M., & McLaughlin, P. (2021). Framework to create employee engagement culture in Saudi banks. *International Journal of Business and Management Research*, 9(3), 274–286. <https://doi.org/10.37391/ijbmr.090305>

Azim, M. T. (2016). Corporate social responsibility and employee behavior: Mediating role of organizational commitment. *Review of Business Management*, 18(60), 207–225. <https://doi.org/10.7819/rbgn.v18i60.2319>

Bagdadli, S., & Gianecchini, M. (2019). Organizational career management practices and objective career success: A systematic review and framework. *Human Resource Management Review*, 29(3), 353–370. <https://doi.org/10.1016/j.hrmr.2018.08.001>

Bai, J., & Liu, J. (2018). A study on the influence of career growth on work engagement among new generation employees. *Open Journal of Business and Management*, 6(02), 300–317. <https://doi.org/10.4236/ojbm.2018.62022>

Bal, P. M., van Kleef, M., & Jansen, P. G. W. (2015). The impact of career customization on work outcomes: Boundary conditions of manager support and employee age. *Journal of Organizational Behavior*, 36(3), 421–440. <https://doi.org/10.1002/job.1998>

Bandura, A. (1977). *Social learning theory*. Prentice-Hall.

Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Prentice-Hall.

Biswakarma, G. (2016). Organizational career growth and employees' turnover intentions: An empirical evidence from Nepalese private commercial banks. *International Academic Journal of Organizational Behavior and Human Resource Management*, 3(2), 10–26.

Blau, P. M. (1964). *Exchange and power in social life*. Wiley.

Bolino, M. C., Klotz, A. C., Turnley, W. H., & Harvey, J. (2013). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior*, 34(4), 542–559. <https://doi.org/10.1002/job.1847>

Bozionelos, N., Lin, C.-H., & Lee, K. Y. (2020). Enhancing the sustainability of employees' careers through training: The roles of career actors' openness and of supervisor support. *Journal of Vocational Behavior*, 117, 103333. <https://doi.org/10.1016/j.jvb.2019.103333>

Cabrera-Luján, S. L., Sánchez-Lima, D. J., Guevara-Flores, S. A., Millones-Liza, D. Y., García-Salirrosas, E. E., & Villar-Guevara, M. (2023). Impact of corporate social responsibility, business ethics, and corporate reputation on the retention of users of third-sector institutions. *Sustainability*, 15(3), 1781. <https://doi.org/10.3390/su15031781>

Canaj, B., Bogaerts, Y., & Verbruggen, M. (2021). *The role of organizational and individual career management for sustainable careers* [White paper for the EOS project CARST Sustainable careers for project-based and dual-earner workers: A stakeholder's perspective]. <https://doi.org/10.13140/RG.2.2.25648.89608>

Cao, Y., Liu, J., Liu, K., Yang, M., & Liu, Y. (2019). The mediating role of organizational commitment between calling and work engagement of nurses: A cross-sectional study. *International Journal of Nursing Sciences*, 6(3), 309–314. <https://doi.org/10.1016/j.ijnss.2019.05.004>

Cesário, F., Sabino, A., Moreira, A., Portugal, M., & Correia, A. (2022). Students' motivation for a sustainable career in the hospitality industry in Portugal. *Sustainability*, 14(11), 6522. <https://doi.org/10.3390/su14116522>

Chandra, Y., & Mathur, K. (2021). Organization citizenship behavior and work-life interface practices: Exploring entrepreneurial and

intrapreneurial mindset. *Vision: The Journal of Business Perspective*, 25(3), 361–372. <https://doi.org/10.1177/09722629211010980>

Chen, C. (2016). The role of resilience and coping styles in subjective well-being among Chinese university students. *The Asia-Pacific Education Researcher*, 25(3), 377–387. <https://doi.org/10.1007/s40299-016-0274-5>

Cherif, F. (2020). The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. *International Journal of Sociology and Social Policy*, 40(7/8), 529–541. <https://doi.org/10.1108/ijssp-10-2019-0216>

Chin, T., Li, G. Y., Shi, Y., & Cao, L. L. (2020). The impact of perceived career sustainability among low-skilled workers on their innovation behavior: Insights from Yin-Yang harmony cognition. *Management Review*, 32(9), 205–219.

Deci, E. L., & Ryan, R. M. (1985). Conceptualizations of intrinsic motivation and self-determination. In E. L. Deci & R. M. Ryan (Eds.), *Intrinsic motivation and self-determination in human behavior* (pp. 11–40). Springer US. https://doi.org/10.1007/978-1-4899-2271-7_2

Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268. https://doi.org/10.1207/s15327965pli1104_01

Develi, A., Pekkan, N., Gökçen-Kapusuz, A., & Fedai Çavuş, M. (2022). The mediator role of personal growth initiative in the effect of careers satisfaction on task and contextual performance. *Organizational Psychology*, 12(4), 86–102. <https://doi.org/10.17323/2312-5942-2022-12-4-86-102>

Dijkstra, T. K., & Henseler, J. (2015). Consistent partial least squares path modeling. *MIS Quarterly*, 39(2), 297–316. <https://doi.org/10.25300/misq/2015/39.2.02>

Edgar, D., Azhar, A., & Duncan, P. (2016). The impact of the Saudization policy on recruitment and retention: A case study of the banking sector in Saudi Arabia. *Journal of Business*, 1(5), 1–14. <https://doi.org/10.18533/job.v1i5.51>

Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research*, 18(3), 382–388. <https://doi.org/10.2307/3150980>

Freire, C., & Pieta, P. (2021). The impact of green human resource management on organizational citizenship behaviors: The mediating

role of organizational identification and job satisfaction. *Sustainability*, 13(13), 7557. <https://doi.org/10.3390/su14137557>

Gul, Z. (2015). Impact of employee commitment on organizational development. *FWU Journal of Social Sciences*, 9(2), 117–124.

Gustari, I., & Widodo, W. (2022). The impact of organizational justice on teachers' organizational citizenship behavior and task performance. *Journal of Counseling and Education*, 10(1), 151.

Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, 101–110. <https://doi.org/10.1016/j.jbusres.2019.11.069>

Hayes, A. F., & Scharkow, M. (2013). The relative trustworthiness of inferential tests of the indirect effect in statistical mediation analysis. *Psychological Science*, 24(10), 1918–1927. <https://doi.org/10.1177/0956797613480187>

Haynie, J., Flynn, C. B., & Herda, D. (2020). Linking career adaptability to supervisor-rated task performance: A serial mediation model. *Career Development International*, 25(4), 429–442. <https://doi.org/10.1108/cdi-08-2019-0207>

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>

Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066x.44.3.513>

Huang, W., Yuan, C., & Li, M. (2019). Person-job fit and innovation behavior: Roles of job involvement and career commitment. *Frontiers in Psychology*, 10. <https://doi.org/10.3389/fpsyg.2019.01134>

Ingusci, E., Spagnoli, P., Zito, M., Colombo, L., & Cortese, C. (2019). Seeking challenges, individual adaptability and career growth in the relationship between workload and contextual performance: A two-wave study. *Sustainability*, 11(2), 422. <https://doi.org/10.3390/su11020422>

Japor, J. E. (2021). Organizational career growth: Literature review and future agenda. *International Journal of Business and Administrative Studies*, 7(1).

Jehanzeb, K., Rasheed, M. F., Rasheed, A., & Aamir, A. (2012). Impact of rewards and motivation on job satisfaction in banking sector of

Saudi Arabia. *International Journal of Business and Social Science*, 3(21), 272.

Jiang, W., Zhao, X., & Ni, J. (2017). The impact of transformational leadership on employee sustainable performance: The mediating role of organizational citizenship behavior. *Sustainability*, 9(9), 1567. <https://doi.org/10.3390/su9091567>

Kalia, N., & Bhardwaj, B. (2019). Contextual and task performance: Do demographic and organizational variables matter? *Rajagiri Management Journal*, 13(2), 30–42. <https://doi.org/10.1108/ramj-09-2019-0017>

Kaothan, O. (2018). Organizational attractiveness and person job fit as the predictors of intention to stay of employees' commercial bank. *Journal of Administrative and Business Studies*, 4(3), 156–164. <https://doi.org/10.20474/jabs-4.3.4>

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., de Vet, H. C. W., & van der Beek, A. J. (2014). Measuring individual work performance: Identifying and selecting indicators. *Work*, 48(2), 229–238. <https://doi.org/10.3233/wor-131659>

Lamba, S., & Choudhary, N. (2013). Impact of HRM practices on organizational commitment of employees. *International Journal of Advancements in Research & Technology*, 2(4), 407–423.

Lee, Y., & Lee, J. Y. (2018). A multilevel analysis of individual and organizational factors that influence the relationship between career development and job-performance improvement. *European Journal of Training and Development*, 42(5/6), 286–304. <https://doi.org/10.1108/ejtd-11-2017-0097>

Lent, R. W., Brown, S. D., & Hackett, G. (1994). Toward a unifying social cognitive theory of career and academic interest, choice, and performance. *Journal of Vocational Behavior*, 45(1), 79–122. <https://doi.org/10.1006/jvbe.1994.1027>

Liu, X., Sha, Y., & Yu, X. (2022). The impact of developmental HR practices on career self-management and organizational citizenship behavior: A moderated mediation model. *Psychology Research and Behavior Management*, 15, 1193–1208. <https://doi.org/10.2147/prbm.s355376>

Lo Presti, A., Manuti, A., & Briscoe, J. P. (2019). Organizational citizenship behaviors in the era of changing employment patterns: The complementary roles of psychological contracts and protean and boundaryless careers. *Career Development International*, 24(2), 127–145. <https://doi.org/10.1108/cdi-05-2018-0137>

Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting

and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705–717. <https://doi.org/10.1037/0003-066x.57.9.705>

McElroy, J. C., & Weng, Q. (2016). The connections between careers and organizations in the new career era: Questions answered, questions raised. *Journal of Career Development*, 43(1), 3–10. <https://doi.org/10.1177/0894845315604738>

Müller, C., Scheffer, A., Macke, J., & Vaclavik, M. C. (2022). Towards career sustainability: A systematic review to guide future research. *BAR – Brazilian Administration Review*, 19(4), 220108. <https://doi.org/10.1590/1807-7692bar2022220108>

Nouri, H., & Parker, R. J. (2013). Career growth opportunities and employee turnover intentions in public accounting firms. *The British Accounting Review*, 45(2), 138–148. <https://doi.org/10.1016/j.bar.2013.03.002>

Orduna, N. (2022). *How to build a career in sustainability. Career planning*. Harvard Business Review. <https://hbr.org/2022/02/how-to-build-a-career-in-sustainability>

Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775–802. <https://doi.org/10.1111/j.1744-6570.1995.tb01781.x>

Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2009). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. *Journal of Applied Psychology*, 94(2), 745–754. <https://doi.org/10.1037/0021-9010.92.2.438>

Qiu, Y., Lou, M., Zhang, L., & Wang, Y. (2020). Organizational citizenship behavior motives and thriving at work: The mediating role of citizenship fatigue. *Sustainability*, 12(6), 2231. <https://doi.org/10.3390/su12062231>

Rasoolimanesh, S. M., Jaafar, M., Kock, N., Ramayah, T., & Asimiran, S. (2021). The combined use of symmetric and asymmetric approaches: Partial least squares-structural equation modeling and fuzzy-set qualitative comparative analysis. *International Journal of Contemporary Hospitality Management*, 33(5), 1571–1592.

Rawashdeh, A. S. (2013). Impact of human resource systems and practices on attitudes toward career development programs in the banking sector of Jordan. *European Scientific Journal*, 9(19), 236–252.

Saudi Arabian Monetary Authority. (2020). *SAMA – Career prospects*. <http://sama.gov.sa/>

Savickas, M. L. (2013). Career construction theory and practice. In *Career development and counseling: Putting theory and research to work* (pp. 147–183). Wiley.

Schuler, R. S. (1977). Moderating effects of job involvement and growth need strength on task-outcome relationships. *Journal of Business Research*, 5(4), 293–309. [https://doi.org/10.1016/0148-2963\(77\)90017-0](https://doi.org/10.1016/0148-2963(77)90017-0)

Son, S., & Kim, D.-Y. (2021). Organizational career growth and career commitment: Moderated mediation model of work engagement and role modeling. *The International Journal of Human Resource Management*, 32(20), 4287–4310. <https://doi.org/10.1080/09585192.2019.1657165>

Spagnoli, P. (2017). Organizational socialization learning, organizational career growth, and work outcomes: A moderated mediation model. *Journal of Career Development*, 47(3), 249–265. <https://doi.org/10.1177/0894845317700728>

Spector, P. E., Bauer, J. A., & Fox, S. (2010). Measurement artifacts in the assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know? *Journal of Applied Psychology*, 95(4), 781–790. <https://doi.org/10.1037/a0019477>

Tabachnick, B. G., & Fidell, L. S. (2019). *Using multivariate statistics* (7th ed.). Pearson.

Tawfig, N. F., & Kamarudin, S. (2022). Influence of organizational culture, sustainable competitive advantages, and employees' commitment on strategic human resources management in the banking sector of Saudi Arabia. *Business Management and Strategy*, 13(1), 13–33. <https://doi.org/10.5296/bms.v13i1.19359>

Tordera, N., Peiró, J. M., Ayala, Y., Vilajos, E., & Truxillo, D. (2020). The lagged influence of organizations' human resources practices on employees' career sustainability: The moderating role of age. *Journal of Vocational Behavior*, 120, 103444. <https://doi.org/10.1016/j.jvb.2020.103444>

Udayar, S., Canzio, L. I., Urbanaviciute, I., Masdonati, J., & Rossier, J. (2021). Significant life events and career sustainability: A three-wave study. *Sustainability*, 13(23), 13129. <https://doi.org/10.3390/su132313129>

Van Osch, Y., & Schaveling, J. (2020). The effects of part-time employment and gender on organizational career growth. *Journal of Career Development*, 47(3), 328–343. <https://doi.org/10.1177/0894845317728359>

Vande Griek, O. H., Clauson, M. G., & Eby, L. T. (2020). Organizational career growth and proactivity: A typology for individual career development. *Journal of Career Development*, 47(3), 344–357. <https://doi.org/10.1177/0894845318771216>

Vianello, M., Dalla Rosa, A., & Gerdel, S. (2022). Career calling and task performance: The moderating role of job demand. *Journal of Career Assessment*, 30(2), 238–257. <https://doi.org/10.1177/10690727211039454>

Wang, Q., Weng, Q., McElroy, J. C., Ashkanasy, N. M., & Lievens, F. (2014). Organizational career growth and subsequent voice behavior: The role of affective commitment and gender. *Journal of Vocational Behavior*, 84(3), 431–441. <https://doi.org/10.1016/j.jvb.2014.03.004>

Weng, Q. D. (2018). *Manual of the organizational career growth scale* [Preprint]. <https://doi.org/10.13140/RG.2.2.17831.85922>

Weng, Q., & McElroy, J. C. (2012). Organizational career growth, affective occupational commitment and turnover intentions. *Journal of Vocational Behavior*, 80(2), 256–265. <https://doi.org/10.1016/j.jvb.2012.01.014>

Weng, Q., McElroy, J. C., Morrow, P. C., & Liu, R. (2010). The relationship between career growth and organizational commitment. *Journal of Vocational Behavior*, 77(3), 391–400. <https://doi.org/10.1016/j.jvb.2010.05.003>

Wickramaratne, W. P. R. (2020). Sustainability in career development: The impact of career development culture and career support of senior management on career satisfaction. *Emerging Markets Journal*, 10(2), 1–9. <https://doi.org/10.5195/emaj.2020.194>

Wickramasinghe, V., & Premachandra, A. (2021). Organizational career growth: The mediating role of career management practices. *SN Business & Economics*, 1(6). <https://doi.org/10.1007/s43546-021-00091-4>

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601–617. <https://doi.org/10.1177/014920639101700305>

Yang, Y., Liu, Y.-H., Liu, J.-Y., & Zhang, H.-F. (2015). The impact of work support and organizational career growth on nurse turnover intention in China. *International Journal of Nursing Sciences*, 2(2), 134–139. <https://doi.org/10.1016/j.ijnss.2015.04.006>