

Enhancing Employee Performance through Career Development, Organizational Climate, and Employee Loyalty: The Mediating Effect of Quality of Work Life in Indonesian Export-Import Expedition Companies

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Abstract. This study investigates the impact of career development, organizational climate, and employee loyalty on employee performance in export-import expedition companies in Indonesia, with quality of work life as a mediating variable. The research employs a quantitative approach and collects data from 440 employees (180 women and 260 men) using a survey questionnaire. The data were analyzed using structural equation modeling (SEM) with SmartPLS. The findings reveal that career development, organizational climate, and employee loyalty have a positive and significant direct effect on employee performance. However, employee loyalty does not significantly influence quality of work life. Quality of work life partially mediates the relationships between career development, organizational climate, and employee performance, but not the relationship between employee loyalty and employee performance. The study contributes to the literature by providing empirical evidence on the importance of career development, organizational climate, and quality of work life for enhancing employee performance in the export-import industry. The findings have important implications for managers, suggesting that investments in career development initiatives, fostering a positive organizational climate, and promoting quality of work life can help improve employee performance and organizational success. However, the cross-sectional nature of the study and the focus on a single industry limit the generalizability of the findings. Future research should employ longitudinal designs and explore the relationships in different contexts.

Keywords: career development, organizational climate, employee loyalty, quality of work life, employee performance.

1. Introduction

Human resources are an important component in efforts to improve the economy which is in line with increasing company income in various sectors, both services and non-services, so management is needed that is in line with the objectives (Hadji & Naghavi, 2021; Obedgiu, 2016; Sumetzberger, 2005). Of course, human resources in carrying out their activities require a focus which must have an end goal, which in this case can be performance (Hutahayan, 2020). Employee performance in import-export expedition companies has an important role because apart from being able to improve employee performance, it can also increase performance in the organization, this cannot be avoided (Zealand & Dana, 2003; Zegos, 2004). Export-import expedition companies are service companies that serve the delivery and receipt of goods via sea, air and land transportation routes which require precision because they deal with many customers who are not only local but also foreign customers, so as to avoid problems either. From the internal and external side, an appropriate solution is needed, this is because there are many challenges that must be faced by business people in the export-import sector, so a resource that has good quality is needed.

Thus, human resources are the most important component for the success of an organization, the component that influences employee performance is formed because of behavioral theory (Ajzen, 2014; Fishbein & Ajzen, 1975) and the existence of motivation theory (Deci & Ryan, 1985). Behavioral theory in this case emphasizes that there is a strong intention possessed by a person which is driven by the existence of an attitude within oneself, subjective norms which come from the existence of what is done according to norms and rules and the existence of perceived behavior control which means understanding the ease and difficulty in carrying out behavior. , in the theory of motivation in terms of a person's enthusiasm for behavior which is driven by the enthusiasm within oneself and the enthusiasm obtained from the external environment. So with the existence of these two theories that underlie the formation of the concept, this will support improving employee performance in export and import companies in Indonesia.

Focus is needed in running its business, so this import export expedition company is supported by good employee performance. This strong influence does not necessarily exist but there needs to be strong encouragement from the existing components, in this case the quality of work life (Jong, Tamminga, & Frings-dresen, 2017; Raba, Nur, & Musa, 2020), it can be said that quality of work life is the quality of employees which can have a positive impact not only on themselves but also on the environment where employees are located, so that this becomes an important component that continues to be developed and implemented so that the survival of the organization in which it occurs employees are able to sustain. Apart from the quality of work life factor which has an influence on employee performance, there are three other components in terms of career development as activities carried out by employees to improve themselves through activities in the form of participation in training (Grand-torraleja, N, & Ortega-rodr, 2023; Lee et al, 2018). Apart from career development, it is also influenced by organizational climate, which is a condition that exists within an organization which should provide comfort, security and harmony for all existing members (Gahlawat & Kundu, 2019; Mutonyi, Slåtten, & Lien, 2020), and finally there is a component in the form of employee loyalty in which employees totally carry out their activities without any continuous command but employees are aware that what they do will have a positive impact on the employees themselves (Garepasha, Aali, Reza, & Zende, 2019; Veloso & Valeri, 2023).

Several previous studies have emphasized the quality of work life from one angle, namely the internal side of workers, so in this research it is necessary to explore more deeply the quality of work life from the internal and external sides of workers. The aim of this research is to examine and analyze factors that have an influence on employee performance.

2. Literature review

The relationship between career development and quality of work life

Career development is defined as "a series of attitudes felt by an individual and is a behavior related to experiences and activities that are related to work while the individual is in an organization. Research conducted by (Dechawatanapaisal, 2016) in which quality of work life has a role in improving employee performance has proven to have a negative influence, on the other hand, research conducted by (Roseli et al., 2014) shows the impact of work family relations on behavior.

There is a process to improve a person's self because of a strong desire to develop themselves to be better, self-development can be done in various ways and strategies, including by participating in an activity related to work that has been, is being done and will be carried out (Dechawatanapaisal, 2016; Reineholm, Lundqvist, & Wallo, 2023; Roseli et al., 2014). Of course, this is done by many people in order to get more points not only for themselves but also for the interests of the organization to which the person belongs (Delbari, Rajaipour, & Abedini, 2020; Gyansah & Guantai, 2018; N Erlinda et al, 2017). In research conducted by (Gyansah & Gauantai, 2018), the results show that career development is one of the important things in an organization because it cannot be avoided by changes and technological developments that require individuals to be able to take a stand, have knowledge and skills to be able to survive

H1: Career development has a positive effect on the quality of work life

The relationship between organizational climate and quality of work life

Organizational climate and quality of work life are studied widely in various literature (Anaza, Rutherford, Rollins, Nickell, & Nickell, 2015; Báez-león, Aguirre-camacho, & Olmos, 2016), there are several very interesting things about the organizational climate that can provide strength for the creation of an environment that provides comfort and stability for all members within it. Organizational climate is a very crucial condition so that in an organization there needs to be conditions, especially from the internal side, to make it conducive, there is a good relationship or communication, there is work that provides mutual support, there is good team work and of course there is human resources of good quality (Itzkovich, 2020; Kelbiso, Belay, & Woldie, 2017; Laschinger & Wong, 2013). Research conducted by (Itzkovich, 2020) shows that climate has an influence on a person's behavior in carrying out work so that it influences employee performance. Research conducted by (Kelbiso, Belay & Woldie, 2017) shows that there is 67.2% of dissatisfaction received by nurses towards work life, educational status, monthly income, work unit and work environment.

H2: Organizational climate has a positive effect on quality of work life

The relationship between employee loyalty and quality of work life

Employee loyalty is a condition or behavior possessed by employees where employees carry out their duties and responsibilities very well and really care about the condition of the organization, employees have great sensitivity that what they do will provide positive benefits for the organization. Employees who have good loyalty will of course be able to maintain balance in life, where employees are able to manage their time well and there is no compulsion in carrying out all their duties and responsibilities because they are well systemized by the employee.

Loyalty is first measured not based on the behavior carried out by a person, but this loyalty is formed by the existence of a psychological condition of a person in the form of intention, attitude and the existence of a behavior (Hern & Camp, 2020). So that this inherent psychological component is able to move someone to behave in a certain way, the existence of an attitude relating to this is a conceptual concept that represents progress in loyalty. Loyalty in this case can be in the form of behavior without coercion, pressure from internal parties or external parties so that someone can carry out a certain

behavior, in this case behavior that is in accordance with their duties and responsibilities (RSM, 2000; Rahimpour, Shirouyehzad, Asadpour, & Karbasian, 2020). Someone who is loyal in an organization must have an emphasis that what they do will have a strong influence on the quality of work life (Arndt, Singhapakdi, & Tam, 2015; Garepasha et al., 2019; Veloso & Valeri, 2023).

H3: Employee loyalty has a positive effect on quality of work life

The relationship between quality of work life and employee performance

Quality of work life is a form of quality possessed by employees because of their ability to carry out their activities, employees are able to give time and energy to their organization without any encouragement from other parties. Employees feel they have made a good effort to carry out activities that are not only based on knowledge but also based on their experience and expertise.

The meaning of quality of work life has a fairly broad context, of course it has a goal of positive value, the existence of a quality provided by employees in the form of a balance between life both in the family environment and the environment where the employee is and in the environment where employees work (Foy et al., 2019; Hashmi, 2021). The existence of balance within employees makes employees motivated and optimistic that this will have an influence on performance. Employees in this case have good management, not only time management but management in managing their thoughts and energy so that what they are responsible for can be completed on time. Various efforts are made by employees because they want to provide good quality that provides more value for themselves so that the target can be achieved. Several studies have existed (Nauman, 2020; Pio, 2022; Tarigan, Rika, Susanto, Hatane, & Petra, 2021) stated that there is a positive influence between quality of work life on employee performance, where this can be seen as an organization's success in facing uncertain environmental changes.

H4: Quality of work life has a positive effect on employee performance

The relationship between career development and employee performance

Career development is an effort to develop employees' self-development which is obtained from various things to be able to keep up with the latest developments in technology or information, various efforts are made to be able to defend themselves and improve themselves so that the wheel of life can run well and improve the performance of employees themselves.

Career development is one of the goals of the organization given to all existing members of the organization (Ahmad & Bilal, 2019; Knezovi, 2017), career development is very meaningful in improving the performance of someone not only within the organization but also outside the organization. It can be said that career development has a very broad context so this is something that must be accepted because it has a positive end goal (Nana, Otoo, Mishra, Nana, & Otoo, 2018). The sustainability of employee performance in an organization is greatly influenced by the existence of good career development within the employees themselves (Shortland & Perkins, 2019; Xiao, Shi, & Varma, 2019). Career development can be obtained in various ways so that employees can develop their careers from within the organization by participating in various activities provided by the organization or can be done outside the organization with various communities which of course still have or are not far from all the tasks and responsibilities during within the organization (Yang & Chen, 2019). The existence of good career development will have a strong influence on employee performance, this can be seen that employees are more enthusiastic, find it easier to carry out their tasks and easily solve problems in their work. Several studies state that there is a positive impact of career development on employee performance (Grande-torraleja et al., 2023; Jaffu & Chagalima, 2023; Lee et al., 2018)

H5: Career development has a positive effect on employee performance

The relationship between organizational climate and employee performance

Organizational climate is a condition obtained not only from external factors but also from internal factors which makes all members feel comfortable and calm in carrying out their activities. Employees can carry out activities well because there are conditions that are felt to be very supportive, thereby providing more (positive) points in improving performance.

Organizational climate has a relationship with performance, which is according to several existing literature (Ali, Lei, & Wei, 2017; Badar, Aboramadan, & Farao, 2023). A condition that provides stability, harmony and a sense of family that is able to make employees feel comfortable and safe in carrying out all activities that constitute their routine work. It can also be stated that there is an interesting phenomenon that an organizational climate is created and provided to employees, one of which is that employees who feel comfortable certainly have good performance, good employee performance is also able to increase the sustainability of an organization. A good organizational climate does not happen instantly but through various processes and through various stages, and only people who have quality are able to provide or create a good organizational climate.

On the other hand, according to opinion (Bosak et al, 2017) it has been shown that organizational climate is related to creativity; this includes initiative behavior and individual creativity, which overall increases self-rated creativity, which in turn can improve organizational performance. Previous studies show that creative performance has a positive impact on overall employee performance (Damoe, 2017; Gahlawat & Kundu, 2019). Research result (Heffernan et al, 2016; Mutonyi et al., 2020) shows that organizational climate influences employee performance significantly.

H6: Organizational climate has a positive effect on employee performance

The relationship between employee loyalty and employee performance

There is a pleasure given by employees in carrying out all activities in the organization, where employees provide energy and effort to support how the organization can survive and improve performance, so that employees will have a positive impact on the efforts they have made. Employees who give time, energy and thoughts to the organization by carrying out their work without any pressure, employees who are aware that what they do will have a positive impact both for themselves and the organization (Chen, Quester, & Chen, 2006; Sinitsyna & Anand, 2024). It is true that not all employees have good loyalty, but employees who have a high loyalty tendency will certainly have an impact on other employees. This can no longer be avoided because real evidence shows that employee performance can be maintained or can increase due to the presence of an important factor. in the form of work that is carried out according to target or can be said to be completed on time (Fazlul et al, 2015; Guillon & Cezanne, 2014).

Employees feel that their work is part of their life because of the loyalty that exists within them (Linz, Good, & Busch, 2015). Loyalty does occur through a stage that is not easy, but because employees are able and easy to adapt to conditions, this means employees can find loyalty within themselves (Ibrahim & Falasi, 2014). The very interesting thing is that loyalty is well established between one employee and another and loyalty has an influence on employee performance (Guillon & Cezanne, 2014; Mccoll-kennedy et al., 2015).

H7: employee loyalty has a positive influence on employee performance.

The relationship between career development, quality of work life and employee performance

Quality of work life is something that is very interesting in employees where employees have self-quality which is obtained in all things, both in the form of soft skills and hard skills, so that having good self-quality will have an influence on employees in the form of career development and performance

improvement. This is important for all employees to have because there is potential within themselves that must be developed, so that this self-potential will become the part that can influence performance. Career development has an influence on a person's quality of work life because good self-development will provide a good quality of work life. This positive relationship provides evidence that what a person does is always learning, not only from a scientific perspective. but also learn about good relationships or communication (from internal and external sides) in the organization (Jones-morales, Konrad, Jones-morales, & Konrad, 2018; Kanstr, 2021). According to (Nanjundeswaraswamy, 2022; Okolie, Nwajiuba, & Ehiobuche, 2020; Parsa et al., 2014; Umoh, 2018) someone who is able to develop themselves is certainly able to position themselves in everything, someone is able to solve all existing problems, so that this becomes positive energy for a person.

H8: Quality of work life mediates the influence of career development on employee performance

The relationship between organizational climate, quality of work life and employee performance

Organizational climate is something that not only involves internal conditions but also involves external conditions that can provide a magnet for creating an environment full of calm and comfort. A good organizational climate will of course also provide an increase in employee performance. On the other hand, this is also influenced by the existence of a quality of work life within a person, so it is easy to make an improvement in employee performance.

Resources are the most important factor for achieving success and sustainability of an organization's performance, because human resources as a component must actually provide a good contribution which is of course in accordance with their respective fields and expertise which are still related to their duties and responsibilities. his responsibility (Miner, Cortina, & Miner, 2016; Nayak & Sahoo, 2019). It cannot be avoided that a good organizational climate will have a positive influence on the quality of work life, which means that an organizational climate which does not only consist of human resources but contains other components which are an important part in providing encouragement and part of the work will certainly bring quality of work life (Einarsen, Skogstad, Rørvik, & Lande, 2016; Newlin & Pury, 2019). Several studies have existed (Han & Mclean, 2020; Hegazy, El-deeb, Hamdy, & Halim, 2023; Itzkovich, 2020) states that organizational climate has a positive influence on the quality of work life in all organizations, regardless of organizations in the service sector or non-service sector.

H9: Quality of work life mediates the influence of organizational climate on employee performance

Relationship between employee loyalty, quality of work life and employee performance

Employee performance is a result of an activity or activity carried out by the employee, this employee performance is a form based on the behavior that has been carried out by the employee, employees who have a quality of work life will of course find it easy to carry out all activities because they already have a system within themselves or good management. Quality of work life will play a strong role in mediating the influence of employee loyalty on employee performance.

According to (Ruengchoo, 2014) the study examines the loyalty of foreign bank employees in Thailand and the quality of work life. The research results show that the following factors influence the loyalty of foreign bank employees towards their organization: 1. Age, gender, marital status, education level, professional title, average monthly income, and length of service. 2. Quality of work life includes fair and appropriate compensation, a clean and safe work environment, and opportunities to learn safety skills (Wahlberg, 2017; Yu, 2015).

H10: Quality of work life mediates the influence of employee loyalty on employee performance

3. Conceptual Framework

Export-import expedition is an activity that focuses on the field of services and delivery of goods by sea, air and land, which is something that is very necessary for an organization to meet the organization's needs. Carrying out export expedition activities requires quality human resources because this relates not only to local parties but also to long-distance parties. Human resources must have the necessary knowledge and understanding so that this will shape employee performance. Employee performance occurs or is formed because of the existence of a supporting theory which becomes an umbrella for the realization of good performance, quality performance and performance that has more value from employees in the form of motivation theory (Deci & Ryan, 1985) and behavioral theory (Ajzen, 1991). The two existing theories support the formation of behavior to realize performance. It can be said that employee performance is the result of work activities carried out by the employee himself. (Hai & Park, 2023; Hong, Rohaida, & Zainal, 2024). Employee performance at export expedition companies is influenced by three (3) components, which in this case include quality of work life (Hong et al., 2024; Nauman, 2020), career development (Grande-torrrealeja et al., 2023; Jaffu & Changalima, 2023), organizational climate (Badar et al., 2023; Mutonyi et al., 2020) and loyalty (Sinitsyna & Anand, 2024; Soleimani & Dana, 2021). Where these three components become interesting and unique things that occur in everyday situations that occur in organizations.

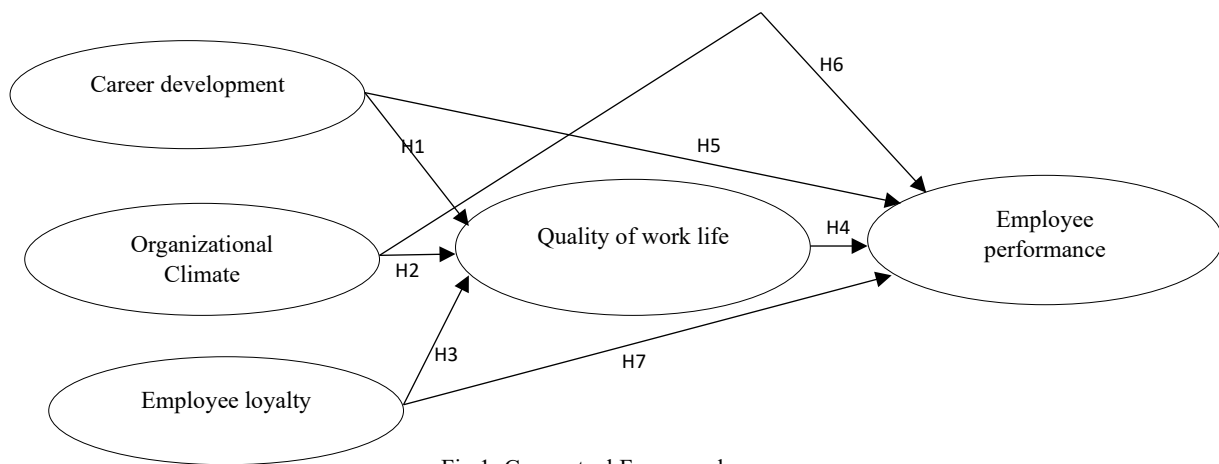


Fig.1: Conceptual Framework

4. Methodology

Research hypothesis testing was carried out using a Structural Equation Model (SEM) approach based on Partial Least Square (PLS). PLS (Partial Least Squares) is a type of component or variant-based structural model in structural equation analysis (SEM) using SmartPLS version 4.0 software. According to Hair (2014:146) SEM (Structural Equation Model) is a multivariate analysis method that combines the principles of factor analysis and regression to evaluate the relationship between variables in a model, both the relationship between indicators and their constructs and the relationship between constructs. Behind that, the use of SEM (PLS) to test the influence between constructs which is quite complicated is completed manually and SEM (PLS) is considered to be software that has been widely used by previous researchers. One of the assumptions that must exist in SEM (PLS) is that there is a convergent

validity and reliability test that must be met.

5. Results and Discussion

The sample in this study amounted to 440 employees who worked in export and import companies in Indonesia, where the reason for 440 employees was that the questionnaires received had been answered according to instructions, while this number was that Indonesia had many export and import companies which were supported by the vastness of the Indonesian seas. Being one of the types of sea transportation, this amount of sea transportation provides great opportunities for companies to carry out expeditions both locally and long distance.

This research uses employees as respondents consisting of 180 women and 260 men from various divisions, the gender is dominated by men, this can be said that men have knowledge in the form of insight and knowledge related to career development, organizational climate and loyalty to the quality of work life which can improve employee performance. In terms of educational background, there are 213 people with a bachelor's degree, 128 people with a master's education background, 40 people with a D3 education background and 59 people with a high school background. Looking at the educational background, it can be seen that the educational background is dominated by a bachelor's degree background, It can be seen that educational background has an important role in determining performance. Judging from age, in this case there are 217 people aged 20 - 30 years, 190 people aged 31 - 40 years and 33 people aged over 41 years, thus it can be said that age has a role in balancing or improving the quality of work life. The reason for using the characteristics of the sample in the form of gender, age and educational background is because from these characteristics it has been considered that export and import companies are closely related to the level of productivity because they have a higher level of accuracy, not only knowledge but also energy and mind, and have an educational background. which is clear because this makes it easier to cluster the job desks that will be received, gender has a domain because these export and import companies not only work indoors but also work outside the field, so this will also influence the career development of employees.

Table 1. Convergent Validity Results

Construct	Indicator	Outer Loading	AVE	Information
Career development (X1)	X1.1	0.743	0.579	VALID
	X1.2	0.780		VALID
	X1.3	0.776		VALID
	X1.4	0.752		VALID
	X1.5	0.754		VALID
	X1.6	0.771		VALID
	X1.7	0.770		VALID
	X1.8	0.725		VALID
	X1.9	0.702		VALID
	X1.10	0.768		VALID
	X1.11	0.788		VALID
	X1.12	0.773		VALID
	X1.13	0.820		VALID
	X1.14	0.754		VALID
	X1.15	0.774		VALID
	X1.16	0.740		VALID
	X1.17	0.732		VALID
Organizational climate (X2)	X2.1	0.804	0.714	VALID
	X2.2	0.866		VALID
	X2.3	0.847		VALID
	X2.4	0.864		VALID
	X2.5	0.829		VALID
	X2.6	0.855		VALID

	X2.7	0.850		VALID
Employee loyalty (X3)	X3.1	0.825	0.686	VALID
	X3.2	0.885		VALID
	X3.3	0.855		VALID
	X3.4	0.846		VALID
	X3.5	0.857		VALID
	X3.6	0.811		VALID
	X3.7	0.772		VALID
	X3.8	0.813		VALID
	X3.9	0.841		VALID
	X3.10	0.767		VALID
Quality of Work Life (Z1)	Z1.1	0.811	0.689	VALID
	Z1.2	0.895		VALID
	Z1.3	0.859		VALID
	Z1.4	0.865		VALID
	Z1.5	0.813		VALID
	Z1.6	0.729		VALID
Employee performance (Y1)	Y1.1	0.861	0.703	VALID
	Y1.2	0.812		VALID
	Y1.3	0.842		VALID

Source: processed data, 2024

From the resultsThe validity test (convergent validity) in table 1 shows that all constructs have values that are declared valid, namely above 0.5, so it can be said that all constructs have met, the highest value is employee performance with a value of 0.703 and the lowest value is career development. of 0.579. In the results of convergent validity, in this case it can be said that all the indicators for each variable have shown good consistency, where these indicators are a single unit that forms each existing variable. The existing results show that the indicators have values that are in accordance with the assumptions so that in this case they can be said to be valid.

Table 2. Reliability Test Results

Construct	Cronbach's Alpha	Composite Reliability	Information
Career development (X1)	0.955	0.959	Reliable
Organizational climate (X2)	0.934	0.946	Reliable
Employee loyalty (X3)	0.949	0.956	Reliable
Employee performance (Y1)	0.790	0.877	Reliable
Quality of Work Life (Z1)	0.909	0.930	Reliable

Source: processed data, 2024

In the reliability test results in Table 2, it can be seen that the Cronbach alpha value for all constructs is > 0.6 and the composite reliability value for all constructs is > 0.7 which can be concluded that all reliability test results are reliable which can be continued in further testing. These results indicate that each construct has fulfilled existing assumptions, on the other hand, each construct has similarities with the other construct, so that the existing construct is considered reliable.

6. Test the Influence

Table 3. Results of Direct Effect Test

Constructs	Original sample (O)	Sample mean(M)	Standard deviation(STDEV)	T statistics (O/STDEV)	P values
Career development (X1) => Quality of work life (Z)	0.211	0.231	0.091	2,320	0.011
Organizational climate (X1) => Quality of work life (Z)	0.186	0.193	0.104	1,783	0.039
Employee loyalty (X2) => employee performance (Y)	-0.097	-0.103	0.083	1,176	0.121
Quality of work life (Z) => Employee performance (Y)	0.216	0.219	0.082	2,626	0.005
Career development (X1) => employee performance (Y)	0.208	0.212	0.078	2,660	0.004
Organizational climate (X2) => Employee performance (Y)	0.250	0.271	0.074	3,353	0.001
Employee loyalty (Z) => employee performance (Y)	0.238	0.233	0.099	2,397	0.009

Source: processed data, 2024

In Table 3 it can be seen that there is a relationship between market orientation and business performance, where there is a positive and significant influence, namely with the original sample value of 0.211 with a statistical T value above > 1.64 , namely 2.320 and a P value of 0.011 which is accepted and proven, this shows that the career development of employees is capable improve the quality of work life. It can be said that career development is the main driver for employees. There are several studies that show the results of a relationship between career development and the quality of work life (Delbari et al., 2020; Reineholm et al., 2023), so that the first hypothesis (H1) which states that career development has a positive effect can be accepted as true.

In the second hypothesis (H2), it can be seen that the data processing results show that the original sample value is 0.186 with a statistical T value above > 1.64 , namely 1.783 with a P-value of 0.039 which is accepted and proven. It can be explained that organizational climate is able to increase the quality of work. life, this is in accordance with previous research which shows the influence of organizational climate on the quality of work life (Han & Mclean, 2020; Hegazy et al., 2023; Itzkovich, 2020), so that the second hypothesis (H2) can be accepted as true. In the third hypothesis (H3) it appears

that the data results show the original sample value - 0.097 with a statistical T value > 1.176 from 1.64 and a P-Value value of 0.121, which can be said to have a negative and insignificant influence, there are several things that make Employees do not have loyalty which will reduce the quality of work life. The conclusion of the third hypothesis (H3) cannot be accepted as true. In the fourth hypothesis (H4), the test results show an original sample value of 0.216 with a statistical T value of 2.626 and a P-value of 0.005, which can be said to have a positive and significant influence. It can be seen that quality of work life can have an influence on employee performance. that with the quality of the work carried out, employees can improve performance, the results of this research are in line with previous research(Hashmi, 2021; Nauman, 2020). The results of the fifth hypothesis data processing (H5) show that the original sample value is 0.208, T statistics > 1.64, namely 2.660 with a P-value of 0.004, which in this case can have a positive influence, the existence of career development possessed by employees is able to increase employee performance, employees have tried to develop themselves in various ways with the aim of increasing employee performance, the results of this research are in line with previous research(Grande-torralejia et al., 2023; Jaffu & Changelima, 2023), so that the fifth hypothesis (H5) can be accepted as true. In the sixth hypothesis (H6), the results of data processing show that the original sample value is 0.250, the statistical T value is > 1.64, namely 3.353 and the P-value is 0.001, which means that there is a positive influence of organizational climate on employee performance, which means that climate The organization is very supportive of increasing employee performance, so that the sixth hypothesis (H6) can be accepted as true(Badar et al., 2023; Mutonyi et al., 2020), finally the direct influence is the seventh hypothesis (H7) which from the results of data processing shows that the original sample value is 0.238, the statistical T value is > 1.64, namely 2.397 and the P-value is 0.009, which results indicate that there is a positive influence, it can be said that employee loyalty, in this case there is every effort made by employees without coercion or pressure from any party in carrying out their work so that this can improve the performance of the employees themselves, this research is in line with previous research which shows the influence of employee loyalty on employee performance(Sinitsyna & Anand, 2024; Soleimani & Dana, 2021).

Table 4. Indirect Effect Test

Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
<i>Career development(X1) => quality of work life (Z) => employee performance Y)</i>	0.044	0.045	0.032	1,370	0.087
<i>Organizational climate(X2) => Quality of work life (Z) => employee performance (Y)</i>	0.051	0.050	0.027	1,870	0.032
<i>Employee loyalty(X3)=> Quality for work life(Z)=>employee performance(Y)</i>	0.059	0.062	0.031	1,910	0.029

Source: processed data, 2024

In Table 4 we can see the results of the indirect effect test which shows that in the eighth hypothesis (H8) the statistical test results show that the original sample value is 0.044, the statistical T value is <1.64 and the P value is 0.087 which is higher. is greater than 0.05 so it can be said that there is an

insignificant influence, that career development possessed by employees cannot improve employee performance with quality of work life as a mediating variable, which can be described as lacking in an employee in exploring career development, perhaps the employee lack of training and lack of insight so that this is not able to improve employee performance. So the eighth hypothesis (H8) cannot be accepted. In the ninth hypothesis (H9), the results of statistical data processing are seen where the original sample value is 0.051, the statistical T value is > 1.64 , namely 1.870 with a P-value of 0.032 which can be said to be acceptable, which means that the higher the value of organizational climate, the more The high value of employee performance with quality of work life as a mediating variable, organizational climate is very helpful for the success of employee performance, it can be seen that employees can provide good performance which is supported by the role of quality of work life. In the final indirect influence test, namely employee loyalty has an effect on employee empowerment with quality of work life as mediation as seen from the statistical test results with an original sample value of 0.059, T statistics > 1.64 , namely 1.910 with a P-value of 0.029 which has significance. It can be accepted that there is an influence from loyalty, in this case employees are able and give time, energy and thoughts to produce good performance and on the other hand employees are also stimulated by the quality of work life as a mediating variable.

7. Conclusion

This study contributes to the growing body of literature on employee performance in export-import expedition companies by examining the role of career development, organizational climate, employee loyalty, and quality of work life. The findings highlight the importance of career development and organizational climate in directly enhancing employee performance, as well as their indirect effects through quality of work life. These results suggest that companies should prioritize investments in career development initiatives and foster a positive organizational climate to support employee performance and well-being. However, the study also reveals that employee loyalty does not significantly influence quality of work life, contrary to the hypothesized relationship. This finding suggests that loyalty alone may not be sufficient to enhance employees' perceptions of their work life quality. Companies should focus on other factors, such as job design, work-life balance, and employee engagement, to promote a high quality of work life.

In conclusion, this study provides valuable insights into the factors influencing employee performance in export-import expedition companies, highlighting the importance of career development, organizational climate, and quality of work life. By addressing the limitations and extending the current findings, researchers can contribute to the development of more effective strategies for promoting employee performance and organizational success in this important industry.

8. Theoretical Implications

This research has implications for theoretical factors, namely the development of behavioral theory and the existence of motivation theory which is the basis, employee performance theory, quality of work life, career development, organizational climate and employee loyalty so that the various theories used will expand the use of that theory. It is unavoidable that the use of theory sharpens the concepts being built so that the important benefits of theory become clearer. Behavior theory which in this case is supported by the existence of intention, attitude, subjective norms and perceived behavior control in employees so that in behavior there needs to be an underlying component and on the other hand there is a theory of motivation which is a support which is not only from support that comes from oneself, themselves but also from the environment in which the individual is located. These two theories are able to become an important component for improving employee performance, which in improving performance is fully supported by behavioral theory and motivation theory. The movement of behavioral and motivational theories is a form of magnetism that does not just come.

9. Practical Implications

This research cannot be separated from practical implications, that the existing results show a significant and positive relationship. Of course this needs to be material for thought that the existence and success of employee performance cannot be separated from business people who have an understanding and knowledge of career development, organizational climate and employee loyalty exist within the employees themselves, as well as the ability to improve the quality of work life, so this will be a strong driver for employees to improve performance. The existence of significant and positive test results will certainly encourage employee enthusiasm to persist and realize that it is very important to understand the important factors that shape performance. For manager: first, managers should develop and implement comprehensive career development programs that provide employees with opportunities for skill acquisition, career advancement, and personal growth. Second, managers should strive to create a positive organizational climate characterized by open communication, supportive relationships, and a shared sense of purpose. Finally, managers should regularly assess and monitor employees' perceptions of their quality of work life and implement strategies to address any identified issues or concerns

10. Research Limitations and For Further Research

However, the study has several limitations that should be acknowledged. The cross-sectional design of the study does not allow for causal inferences or an examination of the long-term effects of the investigated factors on employee performance. Future research should employ longitudinal designs to better understand the dynamics of these relationships over time. Additionally, the focus on a single industry and the use of a non-probability sampling technique limit the generalizability of the findings to other contexts. Future studies should replicate the proposed model in different industries and countries to assess its external validity.

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