



RELATIONSHIP OF CAREER SUCCESS AND ORGANIZATIONAL PERFORMANCE THROUGH THE PATH OF BUSINESS STRATEGY

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ABSTRACT

Aim of this research was to find out the mediation of career success between the relationship of Business Strategy along with its four dimensions (Business Strategy prospectors, Business Strategy defenders, Business Strategy analyzers and Business Strategy reactors) and organizational performance. This research was conducted in the banking sector of Lahore, Pakistan. Data were collected through structured questionnaires by simple random sampling technique. Total 385 questionnaires were administered to respondents; 334 were returned, 31 were discarded and 303 were used for analysis. Findings showed significant impacts of Business Strategy on career success and organizational performance and for impact of these two kinds (Business Strategy Prospectors and Business Strategy Defenders) on organizational performance. The impact of two other factors (Business Strategy Analyzers and Business Strategy Reactors) on organizational performance was insignificant. Career success has positive significant effect on organizational performance. Career success partially mediates with Business Strategy (with its two kinds Business Strategy Prospector and Business Strategy Defender) with organizational performance. Business Strategy Analyzers and Business Strategy Reactors were rejected as mediators. Because of time constraint, data were not collected from more banks. This research adds to the body of literature by considering the mediation effect of career success between the relationship of Business Strategy as a whole and with dimensions of

organizational performance, also by empirical checking of the relationship between career success and Business Strategy.

JEL Classification: M10, M12

Key words: Business strategy, Career success, Organizational performance, Banking sector

1. INTRODUCTION

The current research was designed to investigate the mediating effect of career success between the relationship of Business Strategy and organizational performance. Organizational performance was taken as a dependent variable and Business Strategy acted as an independent variable.

Organizational Performance is considered as the main variable for organizational existence and is at the heart of organizational growth. In different researches, organizational performance is acknowledged as a key dependent variable for example, in marketing, human resource management, international business, operations management and strategy formulation (Singh, Darwish and Potocnik, 2016; Richard et al., 2009; Hult et al., 2008; March and Sutton, 1997). All these researches are carried out in diversified areas and explain the central role of organizational performance which ultimately results in more profit and better competition (Bititci et al., 2012; March and Sutton, 1997).

Organizational performance is a global phenomenon. Hur (2007) describes that management of police department in USA is focusing on enhancing the level of organizational performance. Sultana et al. (2013) claim that organizations of different countries such as the Gulf Cooperation Council (GCC) and Malaysia are much concerned about organizational performance. Similarly, Rehman, Mohamed and Ayoup (2019) stated that organizational performance is important for the textile industry of Pakistan. Ali et al. (2010) argue that organizational performance is an important consideration for different sectors in Pakistan. Abbas and Yaqoob (2009) propose that organizational performance is one of the important factors for the Banking and Telecommunication sectors of Pakistan. These studies influenced us to research banking sector of Pakistan by considering organizational performance as a variable of interest.

The independent variable of current study is Business Strategy. The central aim of Business Strategy is to foster organizational performance (Zott and Amit, 2008). Ajagbe et al.

(2016) also propose that Business Strategy has significant effect on organizational performance. Many researchers have already found Business Strategy has positive effect on organizational performance (Yanney, 2014; Zahra and Pearce, 1990). Organizations need appropriate business strategies to achieve long term goals (Ajagbe et al., 2016). Long, Perumal and Ajagbe, (2012) define Business Strategy as the accomplishment of long-term objectives and goals, the implementation of progressive actions and accompanying allocation of resources necessary to attain goals.

Business Strategy comprises four types namely: Defenders, Prospectors, Reactors and Analyzers. ‘Prospectors’ strategy is defined as “companies which are first in the market and have a very broad product-market” (Isoherranen and Kess 2011). ‘Prospectors’ type companies explore new market and product opportunities, whereas ‘Defenders’ emphasize on cost reduction and focus on problems of innovative methods (Miles et al., 1978). ‘Analyzers’ typeset a solid ground for efficiency and innovation with the help of flexible behaviors (Miles et al., 1978). ‘Reactors’ type deals with organizational change in a better manner (Brunk, 2003). Van den Born and Van Witteloostuijn (2013) testify that Business Strategy has significant positive effect on career success.

The mediating variable of the study is career success. Career success affects organizational performance which was only suggested but was not yet empirically tested (Van den Born and Van Witteloostuijn, 2013; Dahan and Dufour, 2012). Career success is defined as “an affirmative psychosomatic feeling and the gathering of accomplishments connected to work arising from work experience” (Judge et al., 1999; Seibert, Crant, and Kraimer, 1999). It is considered as the main component of career researches (Gunz and Heslin, 2005). There is still comparatively less research on career success (Naseer, Mahmood, and Kanwal, 2015; Heslin, 2003; Greenhaus, 2003; Sturges, 1999). Career success is not the only variable of interest for employees who are enjoying better careers but also considered interactive domain of research for professionals and academicians (Gunz and Heslin, 2005; Super, 1990; Hughes, 1937; Parsons, 1909).

Guo, Xiao and Yang (2012) propose that career success is influenced by social, organizational and individual variables among others. That is why career success has been used in different work settings. Career success used in different researches to verify the direct relationship. But a few researches use career success as mediator variable for example Maniam (2017). That is why the current research chooses career success as the mediating variable.

A survey by Sirota (2010) on leading HR professionals in 2006 found that 64% of professionals believed that recruitment is a crucial issue for organizations. Some 68% of professionals believed that organizational performance was reduced in most of organizations in 2009. Watson (2006) researched 1,100 employees of 262 top organizations and reported that 63% top level managers believed that lack of employee skills resulted in reduced organizational performance.

This study aims at investigating serious concerns on organizational performance. To solve this problem, current study uses the explanatory research and cross-sectional research based upon Business Strategy and career success. According to Butt (2010), very few studies have focused on the banking performance in developing countries including Pakistan. To bridge this research gap, the current study has considered the banking sector of Lahore as the target population. The primary data were gathered through structured questionnaires.

The current research is designed to investigate the interrelationship between Career Success, Business Strategy and Organizational Performance. Career Success is treated as a mediating variable and Business Strategy is considered as an independent variable whereas Organizational Performance is treated as a dependent variable. At micro level, current study empirically examines that Career Success partially mediates the relationships of Business Strategy prospectors and Business Strategy defenders with Organizational Performance respectively. Objectives of the study are:

- a. To examine the influence of perceived Business Strategy on Career Success and perceived Organizational Performance.
- b. To investigate the impact of Career Success on Organizational Performance.
- c. To evaluate the mediating role of Career Success between Business Strategy and Organizational Performance.

2. LITERATURE REVIEW

2.1 ORGANIZATIONAL PERFORMANCE

Performance is stated as the grade of attainment that boosts up an employee's work (Cascio, 2006). Performance is defined in a different way by researchers. Performance is a word that states competencies of transactions as well as input (Stannack, 1996). Organizational performance does not explain the difficulty but also answers the

difficulty (Hefferman and Flood, 2000). Organizational performance is stated by Daft (2000) as the organization's proficiency to achieve its aims efficiently and effectively by using resources. According to Daft (2000), organizational performance is defined by Ricardo, and Wade (2001) as attaining organizational aims and objectives. Success of an organization gives lofty gains on asset and this can be possible by an effective system of employee performance management (Ricardo, and Wade 2001). Many researchers (e.g., Dierickx and Cool, 1989; Afiouni, 2007) recommend that organizational performance can be improved by the organizational resources that are considered as the source of continuous competitive advantage.

In literature, universal set standards do not exist to measure organizational performance (DeClerk, 2008; Scott and Davis, 2007; LaRue, Childs, and Larson, 2004; Bolman and Deal 2003). Scott and Davis (2007) stated that aptitude of an organization is to gain benefits from its environment for attaining internal and external means of performance. It is worth analyzing with market share and it is a basic trait to assess organizational performance as well as competency. Efficiency consists of tactical ingenuities aimed at gaining organizational performance (Scott and Davis, 2007).

2.2 BUSINESS STRATEGY

Business Strategy is defined as large scale action plans which interact with the environment in order to accomplish long-term objectives. Business Strategy was postulated by Pushpakumari and Wijewickrama (2008) as an array of activities and resource allocations designed to accomplish organizational objectives. Long et al. (2012) defined Business Strategy as the accomplishment of durable objectives and goals, the implementation of progressive actions and accompanying allocation of resources necessary to attain goals. Business Strategy was reported as the important ingredient of an organization over the long-lasting achievement and advantages in a fluctuating environment through alignment of proficiencies and resources aimed at gratifying shareholders' prospects. It helps an organization to establish and activate actions so that it achieves its goal (Adegbuyi et al., 2015; Fadeyi et al., 2015; Maduenyi et al., 2015). The main objective of an organization is to formulate strategies for attaining the organizational goals. Top organizations develop policies in fulfilling their strategies (Djharuddin, Kadir, and Sudirman, 2018).

In the last 5 decades, many studies have been carried out on strategic issues (Mantere, Schildt, and Sillince, 2012; Ozcan and

Eisenhardt, 2009) especially on strategy types (Ingram et al., 2016). Ingram et al. (2016) declared that several typologies of strategy exist but Miles et al. (1978) had gained much attention. This research has been studied globally (Ingram et al., 2016; Tang and Tang, 2012; Fiss, 2011; Hu and Hafsi, 2010; Pittino and Visintin, 2009; Laugen, Boer and Acur, 2006; Rodriguez and Ventura, 2003; Oosthuizen, 1997). It has gained popularity because it is comprehensive (Zahra and Pearce, 1990) and very helpful in investigation at firm level (Ingram et al., 2016).

Djharuddin et al. (2018) explained their views based on Simon (1987) and proposed reasons for applying the types of strategies in organizations. Firstly, both ‘Defenders’ and ‘Prospectors’ have features to apply to the corporate strategy in decision making process for survival and broad environment. Additionally, Defenders and Prospectors are main sources of advancing organizational and employee performance. These reduces the cost of new innovations and make the organizations market leaders. Second, these strategies briefly explain the alignment of organizational control mechanism with strategies. Third, these strategies have been verified by many researchers in different work settings and these organizations use the strategies as a generic strategy at their workplace.

According to Ingram et al. (2016), the first three strategies i.e. Defenders, Prospectors and Analyzers may affect organizational performance. According to Miles et al. (1978), Reactors type was not considered as part of proper strategy typology. On the other hand, several researchers use the Miles and Snow typology (Andrews et al., 2009; Wright et al., 1991; Conant et al., 1990).

Miles et al. (1978) proposed four types of strategies named as Defenders, Prospectors, Reactors and Analyzers. This classification is based on the postulation that how a company responds to the difficulties and challenges firstly engineering secondly entrepreneurial explains the organizational domain of its product (services) / market (Isoherranen and Kess 2011). ‘Prospectors’ type is considered an initiator in product (service)/market expansion. It contributes to changes as in product (services) line and ‘Prospectors’ ensure better competition by fulfilling opportunities of new markets (Ingram et al., 2016). Organizations normally allocate additional resources for entrepreneurial activities, assessing dominant trends in the market for new product growth and become market leaders with the help of superior research and development and marketing efforts (Ingram et al., 2016; Kabanoff and Brown, 2008; DeSarbo et al., 2005). For this purpose, these organizations rely on various technical

processes and promote flexibility in different organizational settings. According to Miles, Miles, and Snow (2003), these organizations incorporate decentralized decision-making style and better communication processes.

On the contrary, 'Defenders' strategy type relies on no or little new product (services) /market growth; instead, growth is based on efficiency, better engineering processes and by optimal use of finance and production by employees (Tang and Tang, 2012; Andrews et al., 2009; Pittino and Vistin, 2009). Through these strategies, organizations create better products (services) and loyal customers and make better system for innovative productive and delivery mechanism (Ingram et al., 2016; Tandon et al., 2010; Laugen et al., 2006). As compared to Prospectors, Defenders strategy type focuses on control of safe niches and compete based on quality, price, service and delivery. By using these strategies, organizations use centralized decision-making style based on easy communication and coordination systems (Iqbal and Sharma, 2012; Snow et al., 2005).

'Analyzers' type strategies are mixed blends of Prospectors and Defenders. Due to the mixed nature, these strategies make small or slow product (services)/market transformations. Prospectors focuses on reduced commitment to efficiency as compared to defenders (Ingram et al., 2016; Pleshko and Nickerson, 2008; Wang, 2008). These strategies may focus on production and elevate efficiency due to stable environment (Hassan, 2010). In a stable or fluctuating product (service)/market, organizations make use of these strategies by analyzing competitors' potential innovative strategies (Hassan, 2010). 'Reactors' type organizations do not go after any steady strategies and modify their policies due to fluctuating environment (Mantere et al., 2012). According to Doty, Glick, and Huber (1993), Reactors type organizations fail to attain consistent arrangements of strategic goals. On the other hand, it is argued that these types of organizations rely on changes in response to the environment in a short period (Miles et al., 1978), while some other researchers propose that this strategy is not clearly defined due to dependency on environment. Moreover, short term orientation reactors are not considered as basic type of strategy (Aragon-Sanchez and Sanchez-Martin, 2005). That is why this strategy was not studied broadly (Ingram et al., 2016). Ingram et al. (2016) proposed that these four types of strategies normally operate in organizations that incorporate change in their processes.

According to Miles et al. (2009), Prospectors type emphasizes organizational innovation; deals with ambiguous environmental issues and for advancing new markets. 'Prospectors' strategy is defined as "companies which are first in the market and have a very broad product-market" (Isoherranen and Kess 2011). 'Prospectors' type companies explore new market and product opportunities, whereas defenders type emphasizes cost reduction and focuses on problems of innovation methods (Miles et al., 2009). The defenders type organizations develop their products/services and compete with other organizations in the domain of service, price and quality and sustain the stable market share (Isoherranen and Kess 2011). 'Analyzers' type sets a solid ground for efficiency and innovation with the help of flexible behavior (Miles et al., 2009). 'Reactors' type deals with organizational change in a better manner (Brunk, 2003). Reactors strategy is adopted organizations which do not possess the organized strategy, operational structure/driver; these strategies can regulate both unstable and unpredictable problems. Reactors type organizations only react to events which are unsuitable in a situation (Isoherranen and Kess, 2011).

2.3 CAREER SUCCESS

Career success is the outcome of personal experience and is considered as the combination of personal experience and the increase of actual or perceived endeavours (Meade, 2000). It can be described by two types namely subjective career success and objective career success. Career success is not only a concern of employees but also of the organizations as well (Judge et al., 1999). It reflects main concern for organizations, it is considered as the facilitation policy for achieving personal aims which ultimately promote awareness of the organization's success and goals. It motivates the researchers to remain energetic and it adds value to employees (Heslin, 2005).

Career Success is not only a variable of interest for the employees who are enjoying better career but it is considered the interactive domain of research for professionals and academicians (Gunz and Heslin, 2005; Super, 1990; Hughes, 1937; Parsons, 1909). The researchers of career success wish to examine the causes of career success. Professionals would like to recognize how workers desire to become successful. It is noted that career success is the main aim of a lot of employees that result in well-being, performance or further

success (Gunz and Heslin, 2005; Super, 1990; Hughes, 1937; Parsons, 1909).

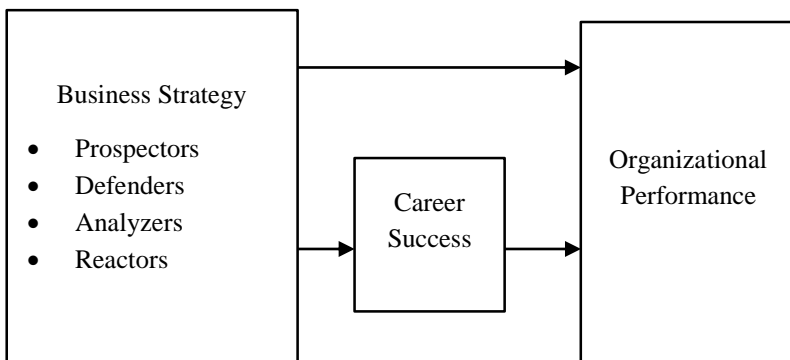
3. THEORETICAL FRAMEWORK

Business Strategy is derived from game theory. Game theory focuses on how groups of people interact, how intelligent individuals interact with one another to achieve their own goals. Moreover, gain of one person in an organization means a loss for another person (Levine, 2006). Therefore, to enhance gain of a person (financial gain, recognition, increase in pay and designation gain, etc.), organizations formulate their strategies to achieve employees' gain that result in more success in their careers and better organizational performance.

4. HYPOTHESIZED RESEARCH MODEL AND HYPOTHESES

In the hypothesized research model in Figure 1, Business Strategy is regarded as contributing to Organizational Performance, while Career Success is regarded as playing a mediating role between Business Strategy and Organizational Performance.

FIGURE 1
Hypothesized Research Model



The central aim of Business Strategy is to foster organizational performance (Zott and Amit, 2008). Ajagbe et al. (2016) proposed that Business Strategy has significant effect on organizational performance. Many researches show positive effect of

Business Strategy on organizational performance (Zahra and Pearce, 1990; Yanney, 2014). Ologunde and Akinlolu (2012) found the combined effect of Business Strategy on organizational performance. Yuliansyah, Gurd, and Mohamed (2017), Kim et al. (2004), Spanos et al. (2004), and Parnell (2010) testified that Business Strategy has a positive significant impact on organizational performance. According to Aragon-Sanchez and Sanchez-Marin (2005), different researches reveal mixed results on the relationship of four kinds of strategies and organizational performance. Consistent with previous researches, Ingram et al. (2016) also achieved mixed results. In their findings defenders has insignificant positive effect on organizational performance where value of p is 0.962. In this regard, this research proposes the following hypothesis.

H1: There is significant positive influence of Business Strategy and its dimensions (1a-Prospectors, 1b- Analyzers, 1c-Defenders, 1d- Reactors) on Perceived Organizational Performance.

Career success has effect on organizational performance that is suggested but has not been empirically tested (Dahan and Dufour 2012). In this regard, the current study proposes the following hypothesis.

H2: There is significant impact of Business Strategy (2a-Prospectors, 2b-Analyzers, 2c-Defenders, 2d-Reactors) on Career Success.

Career success has significant positive influence on organizational performance (Naseer et al., 2015; Wagner, 1995). This research proposes the following hypothesis.

H3: There is positive effect of Career Success on Organizational Performance.

On the basis of above discussion this research proposes that career success can be used as mediator between relationship of Business Strategy and organizational performance.

H4: The relationship between Business Strategy (4a-Prospectors, 4b- Analyzers, 4c-Defenders, 4d- Reactors) and Organizational Performance is mediated by Career Success.

5. METHODOLOGY

Present study population comprised the banking sector of Lahore, Pakistan. Target population of this study is OG- III (or equivalent) and above. Total number of branches was 861. First of all, bank branches are divided into two strata (private and public banks). Subsequently, 17 public banks and 27 private banks were selected randomly with the help of Excel formula. In this study, 385 structured questionnaires were randomly administered to the employees of 44 bank branches. According to Israel (1992) a good sample size (i.e., 200-500) is needed for simple and multiple linear regression analysis which is performed for more rigorous state impact evaluation. Data were collected with the help of structured questionnaires. The aim of the current study is to gather data from 385 employees of 44 selected branches. Maximum three attempts were made to collect the data from hundred percent employees.

Business Strategy scale consisted of 16 statements. 'Prospectors' was measured with five items; 'Analyzers' was measured with the help of 2 items, 'Defenders' was measured with the help of 6 items and 'Reactors' was measured with the help of 3 items. These statements were adopted from Segev's instrument (1987). Career success scale used in the data analysis comprised of 9 items. Overall job satisfaction item was one, whereas career satisfaction had 5 items and other referents of career success were measured with the help of 3 items. These items were adopted from Greenhaus, Parasuraman and Wayne (1990). Organizational performance scale consisted of 7 items. These items were adopted from Dollinger and Golden (1992) and Powell (1992).

6. RESULTS AND DISCUSSION

6.1 RELIABILITY STATISTICS

Reliability test of Cronbach alpha was used to find the discrepancy of the continuous variables (Huck, 2004). Reliability of pilot and entire data was checked through Cronbach alpha. If the value of Cronbach alpha exceeded 0.50 then the data were considered as reliable (Nunnally and Bernstein, 1978).

TABLE 1
Overall Reliability

Reliability Statistics	
Cronbach's Alpha	No of Items
0.953	32

TABLE 2
Reliability of Different Scales Used in the Research

	Reliability	
	Cronbach's Alpha	No. of Items
Organizational Performance	0.851	7
Business Strategy	0.924	16
Career Success	0.910	9

6.2 DEMOGRAPHIC ANALYSIS

Table 3 shows the demographic characteristics of the sample for this study.

TABLE 3
Demographic Information

Variables	Category	Frequency	Percentage
Gender	Male	182	60.1
	Female	121	39.9
Age (Years)	25-30	132	43.6
	31-35	119	39.3
	36-40	32	10.6
	41-45	11	3.6
	46-50	9	3.0
Education	Bachelors	72	23.8
	Masters	184	60.7
	M.Phil.	37	12.2
	Ph.D.	10	3.3
Stayed in the Organization (Years)	less than 1 year	79	26.1
	1-5 years	155	51.2
	6-10 years	44	14.5
	above 10 years	25	8.3
Marital Status	Single	187	61.7
	Married	116	38.3

TABLE 3 (continued)

Variables	Category	Frequency	Percentage
Managerial Level	First line	161	53.1
	Top level	55	18.2
	Middle level	87	28.7
Total Work Experience (Years)	less than 1 year	32	10.6
Experience (Years)	1-5 years	177	58.4
	6-10 years	56	18.5
	above 10 years	38	12.5
Type of Bank	Public	102	33.7
	Private	201	66.3

6.3 CORRELATION ANALYSIS

Table 4 indicates that all the values (**) are significantly correlated with each other. Coefficient of correlation between Business Strategy and Organizational Performance is 0.390** which shows that they have weak positive significant correlation with each other. Coefficient of correlation between career success and organizational performance is 0.413** which shows that they have moderate positive significant correlation with each other. Coefficient of correlation between career success and Business Strategy is 0.666** which shows that they have strong positive significant correlation with each other.

TABLE 4
Correlation Analysis

	Organizational Performance	Business Strategy	Career Success
Organizational Performance	1		
Business Strategy	0.390**	1	
Career Success	0.413**	0.666**	1

6.4 REGRESSION ANALYSIS

H1: There is significant positive impact of Business Strategy and its dimensions on Organizational Performance.

Table 5a shows the regression analysis between Business Strategy and Organizational Performance. Value of *R* Square is accepted when it is greater than 25% (Nunnally and Bernstein, 1978). Here value of *R* Square is 0.29 which falls in the acceptable range.

TABLE 5a
Effect of Business Strategy on Organizational Performance

Model	Unstandardized		Standardized	<i>t</i>	<i>p</i> -value	<i>R</i> Square	<i>F</i>	<i>p</i> of <i>F</i>
	Coefficient		Coefficients					
	B	Std. Error	Beta					
(Constant)	1.786	0.160		11.138	0.000	0.290	27.457	0.000
BS	0.310	0.042	0.390	7.343	0.000			

Note: Dependent Variable: Organizational Performance

Table 5a presents that value $F=27.457$ shows the relationship between Business Strategy and Organizational Performance is good. Value of p defines the relationship between the variables. Acceptance and rejection of hypothesis depends on p -value. When value of p is < 0.10 , 0.01 and 0.05 the hypothesis is accepted. In the table value of $p < 0.01$ shows that hypothesis is accepted and there is significant relationship between Business Strategy and Organizational Performance, thus, Hypothesis No 1 is accepted.

Value of t must be non-zero and in current study, t -values are non-zero. Table 5b presents that all the values of t are non-zero. This table shows that β value is 0.310 which shows that one-unit increase in the value of Business Strategy causes 31% variation in Organizational Performance. The nature of this relationship is positive. Value of β in current study is different from the findings of Yanney (2014) i.e. 36% and findings of Yuliansyah et al. (2017) where $\beta = 0.27$. Difference in this value seems due to the difference in culture and sector of the previous researches.

Table No 5b describes the effect of four dimensions of Business Strategy on Organizational Performance. This table provides mixed results. Hypotheses (2a and 2c) regarding effect of Business Strategy prospectors and Business Strategy defenders on organizational performance are accepted because of their value $p < 0.01$. This table also shows that β value is 0.184 which shows that one unit increase in the value of Business Strategy prospectors causes 18.2% variation positively in Organizational Performance. Moreover, β value is 0.179 which shows that one unit increase in the value of Business Strategy defenders causes 17.9% variation in Organizational Performance. The hypotheses regarding the effect of Business Strategy analyzers and Business Strategy reactors with

organizational performance are not accepted because their value $p > 0.10$ shows that sub hypotheses 1b and 1d are rejected.

TABLE 5b
Effect of Four Dimensions of Business Strategy on Organizational Performance

Model	Unstandardized Coefficient		Standardized Coefficients	't'	p-value
	" β "	Std. Error	Beta		
(Constant)	1.665	0.163		10.188	0.000
BS Prospectors	0.184	0.050	0.273	3.649	0.000
BS Analyzers	-0.03	0.063	-0.043	-0.489	0.625
BS Defenders	0.179	0.058	0.241	3.088	0.002
BS Reactors	0.011	0.062	0.017	0.185	0.853

Note: Dependent Variable: Organizational Performance

According to Aragón-Sánchez and Sánchez-Marín, (2005), different researches give mixed results about the relationships of four kinds of strategies and organizational performance. Consistent with previous researches, research of Ingram et al. (2016) also gives mixed results. In their finding defenders has insignificant positive effect on organizational performance where value of p is 0.962. But the current study shows a positive significant effect of $p < 0.01$. This table shows that β value is 0.179 which shows that one unit increase in the value of Business Strategy defender causes 17.9% variation in Organizational Performance. Similarly, for the relationship between Business Strategy prospectors and Organizational Performance, value $p < 0.01$ and β value of 0.182 reveals that Business Strategy prospectors causes 17.9% variation in organizational performance. This result is also consistent with the research of Ingram et al. (2016) where the p value is less than 0.05. And results of remaining two hypotheses regarding the effect of Business Strategy analyzers and Business Strategy reactors with Organizational Performance are insignificant. This similar to the results of Ingram et al. (2016) because in both researches p values for these relationships exceed 0.10.

H2: There is significant impact of Business Strategy (2a-Prospectors, 2b-Analyzers, 2c-Defenders, 2d-Reactors) on Career Success.

Table 6a shows that value of R Square is 0.443 which falls in the acceptable range. Here value of $F=239.591$ shows the relationship between Business Strategy and Career Success is a stronger one. All the values of t are also nonzero. Table No. 6b shows that value of $p < 0.01$ depicts that hypothesis is accepted and that a high significant relationship exists between Business Strategy and Career Success. In Table No. 6a, the β value is 0.622 which shows that one unit increase in the value of Business Strategy causes 62% variation in Career Success. From the best of researchers' knowledge, impact of Business Strategy on Career Success is just proposed by Dahan and Dufour (2012) but it was not empirically tested yet.

TABLE 6a
Effect of Business Strategy on Career Success

Model	Unstandardized		Standardized	t	p -value	R Square	F	p of F
	Coefficient		Coefficients					
	B	Std. Error	Beta					
(Constant)	1.006	0.153		6.594	0.000	0.443	239.591	0.000
BS	0.622	0.040	0.666	15.48	0.000			

Note: Dependent Variable: Career Success

Table 6b shows the effect of four dimensions of Business Strategy on Career Success. This table provides mixed results. Hypotheses (1a and 1c) regarding effect of Business Strategy prospectors and Business Strategy defenders on Career Success are accepted because their value of $p < 0.01$. This table shows that β value for the relationship of Business Strategy Prospectors and Defenders on Career Success is 0.323 that depicts that one unit increase in the value of 'Business Strategy Prospectors' causes 32.5% variation in Career Success. The nature of this relationship is positive. Moreover, β value is 0.296 for the relationship of Business Strategy Defenders with Career Success which shows that one unit increase in the value of Business Strategy Defenders cause 29.6% variation in Career Success. Hypotheses regarding the effect of Business Strategy Analyzers and Reactors on Career Success are not accepted because their value $p > 0.10$ shows that hypothesis 1b and 1d are rejected. Career success has significant positive influence on perceived organizational performance (Naseer et al., 2001; Wagner, 1995).

TABLE 6b
Effect of Business Strategy (Four Dimensions) on Career Success

Model	Unstandardized Coefficient		Standardized Coefficients	T	p-value
	" β "	Std. Error	Beta		
(Constant)	0.940	0.157		5.978	0.000
BS Prospector	0.323	0.049	0.408	6.643	0.000
BS Analyser	-0.040	0.061	-0.049	-0.680	0.498
BS Defender	0.296	0.056	0.339	5.298	0.000
BS Reactor	0.049	0.059	0.062	0.829	0.408

Note: Dependent Variable: Career Success

Hypotheses (1a and 1c) regarding effect of Business Strategy Prospectors and Defenders on Career Success are accepted because their values of $p < 0.01$. This table shows that β value is 0.323 which shows that one unit increase in the value of 'Business Strategy Prospectors' causes 32.5% variation in Career Success.

H3: There is positive effect of Career Success on Organizational Performance.

Here value of R Square is 0.312 which falls in the acceptable range. Here value of $F = 61.863$ shows the good relationship between career success and organizational performance.

TABLE 7a
Effect of career success on organizational performance

Model	Unstandardized Coefficient		Standardized Coefficients	't'	p-value	R Square	F	p of F
	" β "	Std. Error	Beta					
(Constant)	1.769	0.152		11.608	0.000	0.312	61.863	0.000
CS	0.352	0.045	0.413	7.865	0.000			

Note: Dependent Variable: Organizational Performance

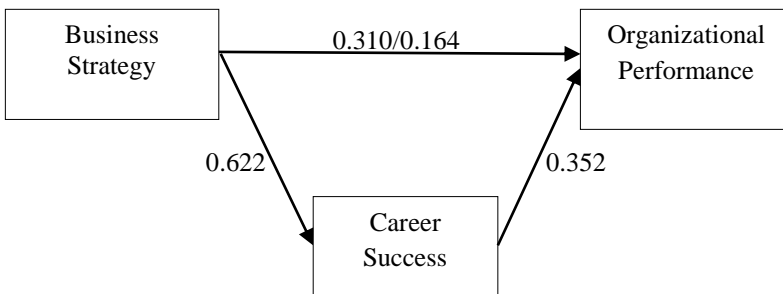
In Table 7a, the value of $p < 0.01$ shows that hypothesis is accepted and there is high significant relationship between career success and organizational performance. All the values of t are also

non-zero. In Table 7a, the β value is 0.352 which shows that one unit increase in the value of career success causes 35% variation in organizational performance. The nature of this relationship is positive. This aligns with findings of previous research of Naseer et al. (2015) of 44% value of beta. Difference in this value is due to difference in culture and difference of variables of the current study and previous research.

The researchers have already proven that Business Strategy has positive effect on perceived organizational performance (Zahra and Pearce, 1990). There is relationship between Career Success and Business Strategy which is just proposed but not yet empirically tested (Dahan and Dufour, 2012). There is relationship between career success and Business Strategy (Dahan and Dufour, 2012). So, this research proposes that career success is used as a mediator between relationship between Business Strategy and organizational performance.

H4: The relationship between Business Strategy (4a-Prospectors, 4b-Analyzers, 4c-Defenders, 4d-Reactors) and Organizational Performance is mediated by Career Success.

FIGURE 2
Mediation Effect of Career Success Between the Relationship of Business Strategy and Organizational Performance



For testing the mediation effect of career success, current research uses the method of Baron and Kenny (1986). For mediation analysis, Business Strategy is significantly related to the perceived organizational performance ($p < 0.01$); its value of standardized regression coefficient is 0.310 so the first condition of mediation is fulfilled. For second path “a” in which Business Strategy is

significantly related to career success ($p < 0.01$), its value of standardized regression coefficient is 0.622 so the second condition of mediation is also fulfilled.

TABLE 8a
Mediation Effect of Career Success between the Relationship of
Business Strategy and Organizational Performance

Testing Step of Mediation	“ β ”	S.E	<i>F</i>	<i>R</i> ²	Decision
Step 1 (Path c) Outcome: POP					
Predictor: BS	0.310	0.042	27.457	0.290	0.000<0.01
Step 2 (Path a) Outcome: CS					
Predictor: BS	0.622	0.040	239.59	0.312	0.000<0.01
Step 3A (Path b) Outcome: POP					
Predictor: CS	0.352	0.045	61.863	0.312	0.000<0.01
Step 3B Path (c’) Outcome: POP					
Mediator: CS	0.235	0.059			0.000<0.01
Predictor: BS	0.164	0.055			0.000<0.01

In step 3A, career success is significantly related to organizational performance ($p < 0.01$); its value of standardized regression coefficient is 0.352 in path “b”. In step 3B, checked the combined effect of Business Strategy and career success on organizational performance, results are significant ($p < 0.01$) and its value of standardized regression coefficient is 0.164. Therefore, the effect of Business Strategy on organizational performance $B = 0.310$ and standardized regression coefficient of the combined effect of Business Strategy and career success on organizational performance is 0.164. Beta value is reduced from 0.310 to 0.164 which shows that partial mediation exists, and value of mediation is calculated as $(a-b)/c = (0.310-0.164)/0.310 \Rightarrow 0.47$. These results show that 0.47% partial mediation exists due to career success between Business Strategy and perceived organizational performance.

FIGURE 3
Sobel Test

Input:			Test statistic:	Std. Error:	p-value:
a	<input type="text" value="0.62"/>	Sobel test:	<input type="text" value="6.98"/>	<input type="text" value="0.03"/>	<input type="text" value="0"/>
b	<input type="text" value="0.35"/>	Aroian test:	<input type="text" value="6.97"/>	<input type="text" value="0.03"/>	<input type="text" value="0"/>
s_a	<input type="text" value="0.40"/>	Goodman test:	<input type="text" value="6.99"/>	<input type="text" value="0.03"/>	<input type="text" value="0"/>
s_b	<input type="text" value="0.04"/>	<input type="button" value="Reset all"/>			

Sobel test result shows that indirect effect of career success between relationship of Business Strategy and Organizational Performance is statistically significant ($z = 6.9879, p < 0.01$).

FIGURE 4
Mediation Effect of Career Success Between the Relationship of Business Strategy Prospectors and Organizational Performance

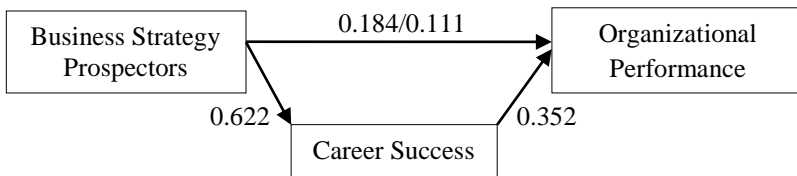


FIGURE 5
Mediation Effect of Career Success between the Relationship of Business Strategy Defenders and Organizational Performance

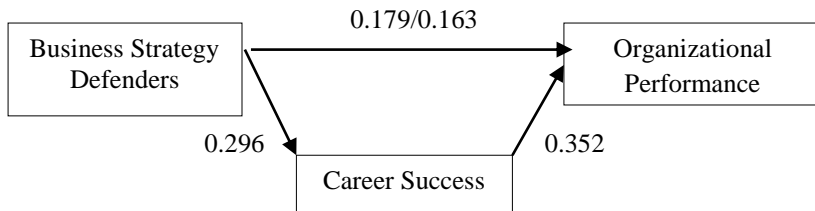


TABLE 8b

Mediation Effect of Career Success between the Relationship of Dimensions of Business Strategy and Organizational Performance

Testing Step of Mediation	“ β ”	S.E.	<i>F</i>	<i>R</i> ²	Decision
Step 1 (Path c)					
Outcome: OP					
Business Strategy Prospectors	0.184	0.050	27.457	0.290	0.000 <0.01
Business Strategy Analyzers	-0.031	0.063			0.625 >0.10
Business Strategy Defenders	0.179	0.058			0.002 <0.05
Business Strategy Reactors	0.011	0.062			0.853 >0.10
Step 2 (Path a)					
Outcome: CS					
			61.880	0.454	
Business Strategy Prospectors	0.323	0.049			0.000 <0.01
Business Strategy Analyzers	-0.041	0.061			0.498 >0.10
Business Strategy Defenders	0.296	0.056			0.000 <0.01
Business Strategy Reactors	0.049	0.059			0.408 >0.10
Step 3A (Path b)					
Outcome: OP					
Predictor: CS	0.352	0.045	61.863	0.312	0.000 <0.01
Step 3B Path (c')					
Outcome: OP					
Mediator: CS					
Predictors:					
Business Strategy Prospectors	0.111	0.054			0.041 <0.05
Business Strategy Analyzers	-0.032	0.062			0.606 >0.10
Business Strategy Defenders	0.163	0.057			0.005 <0.05
Business Strategy Reactors	-0.024	0.061			0.696 >0.10
Career Success	0.204	0.060			0.001 <0.05

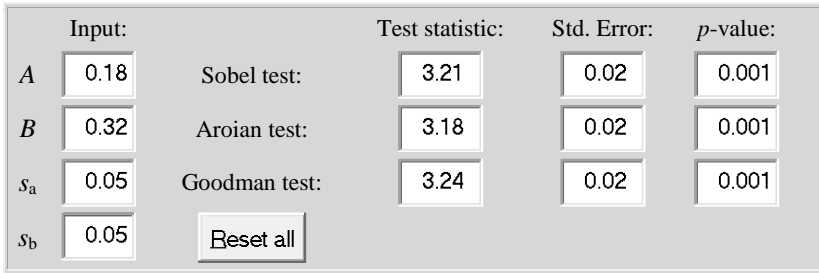
For mediation analysis Step 1 (Path c), four kinds of Business Strategy are regressed on organizational performance. ‘Business Strategy Prospectors’ is related to the perceived organizational performance ($p < 0.01$); its value of standardized regression coefficient is 0.184. Also, Business Strategy Defenders is related to the organizational performance ($p < 0.05$); its value of standardized regression coefficient is 0.179. But the p values of two other kinds of Business Strategy (i.e., Business Strategy analyzers) are greater than 0.10. These values are not significant. So, the first condition of mediation is met for two sub hypotheses of mediation (i.e.4a and4c). Four kinds of Business Strategy are regressed on career success. Business Strategy ‘Prospectors’ is related to the organizational performance ($p < 0.01$); its value of standardized regression coefficient is 0.323. Also, Business Strategy Defenders is related to the organizational performance ($p < 0.01$); its value of standardized regression coefficient is 0.296. But the p value of two other kinds of Business Strategy i.e. Business Strategy Analyzers and Reactors are greater than 0.10. These values are not significant. So, the second step path “a” of mediation is met for two sub hypotheses of mediations i.e. 4a and 4c.

In step 3A, career success is significantly related to the organizational performance ($p < 0.01$); its value of standardized regression coefficient is 0.352 which is path “b”. In step 3B, we check the combined effect of four kinds of Business Strategy and career success on organizational performance; results carry the same pattern of Step 1 (Path c). Business Strategy Prospectors is related to the organizational performance ($p < 0.05$); its value of standardized regression coefficient reduces from 0.184 to 0.111. Furthermore, $(a-b)/c = (0.184-0.111)/0.184 \Rightarrow 0.40$. These results show that 0.40% mediation exists due to career success between Business Strategy Prospectors and organizational performance.

Also, ‘Business Strategy Defenders’ is related to the organizational performance ($p < 0.05$); its value of standardized regression coefficient reduces from 0.179 to 0.163. Furthermore, $(a-b)/c = (0.179-0.163)/0.179 \Rightarrow 0.09$. These results show that 0.9% mediation exists due to career success between Business Strategy Defenders and organizational performance. These results indicate that career success partially mediates the relationships of Business with organizational performance and Business Strategy Defenders with organizational performance respectively. Career success is the partial mediator for the relationship of Business Strategy Defenders with

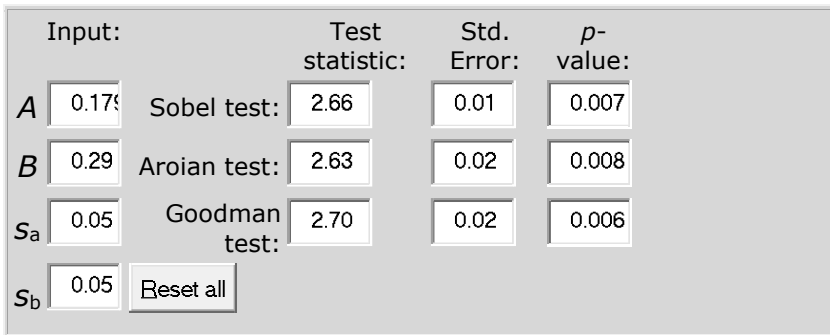
organizational performance. Thus, two sub hypotheses (4a and 4c) are accepted.

FIGURE 6
Sobel Test for Mediation of Career Success between the Relationship of Business Strategy Prospectors and Organizational Performance



Sobel test result shows that indirect effect of career success between relationship of Business Strategy Prospectors and organizational performance is statistically significant ($z = 3.213, p < 0.01$).

FIGURE 7
Sobel Test for Mediation of Career Success between the Relationship of Business Strategy Defenders and Organizational



Sobel test result shows that indirect effect of career success between relationship of Business Strategy Defenders and organizational performance is statistically significant ($z = 3.213, p < 0.01$). But the p value of two other kinds of Business Strategy i.e. Analyzers and Reactors are also greater than 0.10. These values are

not significant hence two sub hypotheses of mediation i.e. 4b and 4d are rejected.

7. CONCLUSIONS

Most organizations try to formulate more encouraging and productive employee behaviour and attitude strategies. To do so, organizations align their strategies to set their long term objectives for encouraging the employees. Organizations set their procedures and systems for bringing career success to employees with the help of effective business strategies resulting in advanced organizational performance. The hypothesis of direct relationship of Business Strategy with organizational performance is accepted. This result is consistent with the findings of Yanney (2014) and Yuliansyah et al. (2017). Similarly, Business Strategy has positive effect on career success. This is the finding of current research. Career success has significant effect on organizational performance. This finding is also the same as the result of Naseer et al. (2015) as well as Zahra and Pearce (1990). Similarly, results of hypothesis about the influence of kinds of Business Strategy are consistent with the similar pattern of results in Ingram et al. (2016).

This research suggests that career success partially mediates the relationship between business strategy and Organizational Performance. At micro level current study empirically proves that career success partially mediates the relationship of Business Strategy Prospectors and Defenders with organizational performance, respectively. These are the new findings of the current study.

This research adds value to the organizational literature for the following reasons: 1- Proposing Business Strategy, career success and organizational performance in a single model. 2- It establishes the relationship of career success and Business Strategy empirically 3- It examines the mediating impact of career success between Business Strategy (its dimensions) and organizational performance. 4- This research also explains that organizations must hire the managers and experts to formulate better policies on Business Strategy which will foster organizational development.

This is a cross-sectional research and due to time constraint, the data were not gathered from all the branches of banks. Some other important variables such as creative process engagement, perceived organizational support, organizational attachment, employee engagement; organizational citizenship behaviour and organizational identification were not considered.

This kind of research can be conducted on other sectors such as textile industry, health sector and telecommunication and so forth. For future research longitudinal data can be collected from different areas of Pakistan for e.g. Peshawar, Karachi, Multan and Islamabad. Some other dependent variables namely creative process engagement, perceived organizational support, organizational attachment, employee engagement, organizational citizenship behaviour and organizational identification can be included in future research.

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