

Does Organizational Culture mediate the relationship between working facilities and career success?

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ABSTRACT

This research investigates the effect of workplace facilities (WF) on career success (CS), emphasizing the mediating role of organizational culture (OC). Physical infrastructure, such as offices, tools, equipment, and gadgets, can enhance employee satisfaction and productivity. However, these elements alone may not directly lead to career success; their effectiveness is significantly influenced by the organization's cultural environment. Positive organizational cultures strengthen the benefits of high-quality facilities, whereas negative cultures weaken their impact. The study employs a survey methodology, targeting employees of private and public organizations in Bangladesh, and utilizes structural equation modeling (SEM) alongside correlation, regression, and bootstrapping analyses to examine the WF-OC-CS relationship. The findings reveal that organizational culture plays a critical mediating role, enhancing the positive effects of workplace facilities on career success. This research offers practical insights for organizations aiming to create supportive environments that maximize the value of workplace resources. By fostering positive organizational cultures, institutions can better align their infrastructure investments with employee growth and success. Additionally, the study highlights the importance of developing policies and practices that promote cultural and organizational well-being, contributing to a deeper understanding of the WF-OC-CS dynamic in organizational research.

Keywords: Organizational culture, working facilities, career success

Introduction

The factors influencing career success have become a central focus in contemporary organizational behavior research. As organizations compete to attract, retain, and nurture talent, it is essential to understand how environmental factors and organizational dynamics shape career outcomes. Among these, workplace facilities and organizational culture are two critical dimensions that significantly impact employee satisfaction, engagement, and performance. However, the extent to which these factors exert a direct or interactive influence on career success remains underexplored.

Moenir, as cited in Munawirsyah (2017), defines working facilities as "all that is utilized, employed, occupied, and appreciated by employees, both in direct relation to their work and for the efficient execution of tasks." Working facilities have garnered significant research

interest, with scholars examining their role in shaping employee performance, attendance, health, and overall organizational effectiveness (Hills & Levy, 2014; Groen et al., 2019).

Similarly, organizational culture encompasses the shared norms, values, beliefs, and behaviors that define how employees approach their work (Haris, Jamaluddin, & Usman, 2023). A robust organizational culture, grounded in ethical leadership and reinforced by a cohesive organizational structure, forms the bedrock of corporate success (Hussain & Talpur, 2021). Previous studies have demonstrated that organizational culture not only enhances employee performance but also directly contributes to career success (Ahmed, 2014).

This study aims to investigate the mediating role of organizational culture in the relationship between working facilities and career success. Specifically, it seeks to determine whether the influence of working facilities on career success is direct or operates indirectly through organizational culture. By exploring this relationship, the study provides valuable insights into how organizations can align their workplace resources and cultural strategies to optimize employee career outcomes.

Literature Review

Conceptualization:

Work Facilities (WF) – Work facilities represent the physical and tangible resources that organizations provide to enable employees to perform their tasks effectively. These include infrastructure such as offices, equipment, tools, furniture, and technology systems. According to Fahmi and Ratnawati (2021), work facilities are essential for ensuring operational efficiency and employee productivity. Beyond their immediate utility, these facilities also represent long-term investments that contribute to organizational sustainability (Asnawi, 2019).

Scholarly research highlights the significant impact of work facilities on various organizational outcomes. For instance, Hills and Levy (2014) and Groen et al. (2019) emphasize the intricate relationship between the physical work environment and factors such as employee performance, attendance, organizational design, and even employee health. These connections underscore the importance of well-maintained and thoughtfully designed facilities in fostering a productive work environment.

Corporate facilities, as defined by Asmanurhidayani, Saggaf, and Salam (2018), represent structural assets that support corporate activities and have a useful life exceeding one year. They are integral to the operational activities of an organization and serve as the backbone of its physical resources. Similarly, Kelatow and Trang (2016) assert that work facilities play a vital role in achieving organizational goals by providing employees with the resources necessary to meet organizational demands efficiently.

Moenir (2016) offers a comprehensive definition of work facilities, describing them as all implements and installations utilized by employees to facilitate their work. These facilities are not only critical for the execution of day-to-day tasks but also for ensuring employee comfort and satisfaction (Hasibuan, 2017). Employees' perception of the adequacy and quality of work facilities can significantly influence their productivity, morale, and ultimately their career success.

Organizational Culture (OC) - Organizational culture refers to the shared values, norms, beliefs, and behaviors that guide how employees interact, make decisions, and perform their roles. It acts as the social glue that holds an organization together, shaping its identity and influencing employee behavior (Haris, Jamaluddin, & Usman, 2023). A strong organizational culture aligns employee efforts with organizational goals and fosters a sense of belonging and purpose.

The foundation of a successful organization lies in its culture, which must align with its strategic goals and external environment (Suprpto & Hermaningsih, 2020). Culture is not static; it evolves based on historical influences, market conditions, technological advancements, and internal management practices (Ravasi & Schultz, 2006; Allaire & Firsirotu, 1984). These elements collectively create a unique environment that influences how employees perceive their roles and opportunities for career advancement.

Scholars such as Schein (in Sharma, 2017) and Uttal describe organizational culture as a system of shared beliefs and assumptions that unconsciously guide behaviors and define the organization's identity. This culture impacts employee motivation, satisfaction, and overall performance. Importantly, organizational culture can either enhance or impede the effectiveness of other organizational resources, such as work facilities. For example, in a positive cultural environment, high-quality work facilities can lead to increased employee engagement and career satisfaction. Conversely, in a negative cultural environment, even the best facilities may fail to yield positive outcomes.

Organizational culture is a complex and dynamic phenomenon, encompassing diverse elements such as vision, values, systems, rituals, symbols, and language (Hyungrae Jo, 2012; Lucas & Kline, 2018). These elements interact to create a unique organizational identity that significantly influences employee career trajectories and overall success.

Career Success (CS) - Career success refers to the positive outcomes that individuals achieve throughout their professional lives. It is often categorized into **objective career success** (e.g., tangible achievements such as promotions, salary increments, and job titles) and **subjective career success** (e.g., personal satisfaction, career fulfillment, and work-life balance) (Arthur et al., 2005; Heslin, 2005). In today's dynamic labor market, subjective career success has gained prominence as individuals increasingly prioritize flexibility, purpose, and personal growth in their careers (Akkermans & Kubasch, 2017).

Salisu et al. (2019) define career success as the sum of all desirable outcomes individuals achieve in their careers. Mayrhofer et al. (2016) provide a multidimensional framework for understanding career success, encompassing financial security, entrepreneurship, learning and development, societal impact, and work-life balance. This broad perspective recognizes the diversity of career success across industries, cultures, and individual aspirations.

Career success is influenced by various factors, including individual attributes, organizational resources, and environmental conditions. For instance, high-quality work facilities can create an enabling environment for employees to perform effectively and achieve their career goals. Similarly, a positive organizational culture can provide the support, mentorship, and opportunities necessary for career growth.

Influence of Working Facilities (WF) on Career Success (CS)

The relationship between working facilities (WF) and career success (CS) is an intricate one, shaped by the interplay of physical workplace features, organizational culture, leadership, and employee satisfaction. A growing body of research underscores the significant role that high-quality working facilities play in influencing employee performance, job satisfaction, and, consequently, career success.

The physical attributes of the work environment, such as safety, comfort, and accessibility, are foundational to fostering employee productivity and well-being. An optimized workplace environment can enhance performance and job satisfaction, leading to improved career outcomes. Research by Purnadi et al. (2022) highlights the direct relationship between enhanced working facilities and career success, emphasizing that an ergonomic, well-maintained workspace contributes to employees' ability to meet professional demands

effectively.

Zhang et al. (2020) examined the impact of supportive working environments on clinical nurses and found that quality facilities significantly reduced stress while strengthening their professional identity. This, in turn, facilitated career advancement. Similarly, Oktafien et al. (2023) identified that organizations providing secure, comfortable, and resourceful working environments enable employees to excel, thereby fostering career success.

While the physical infrastructure is crucial, organizational culture and workplace relationships play an equally significant role in shaping career success. A positive culture that values collaboration, inclusivity, and mutual respect enhances the effectiveness of working facilities.

Moreover, interpersonal connections within the workplace significantly impact employees' ability to achieve their career goals. When organizations cultivate a culture that encourages teamwork, open communication, and shared goals, employees are more likely to thrive in their roles and advance their careers (Chung & Gelfand, 2021).

Leadership styles and managerial practices significantly influence the work environment and, consequently, career outcomes. Transformational leadership, characterized by inspiration, motivation, and individualized support, has been shown to enhance job satisfaction and employee performance, ultimately contributing to career success (Setyaningsih & Indonesia, 2018).

Ethical leadership further plays a critical role in reducing workplace stress and burnout. Wu et al. (2022) found that ethical leadership mitigates burnout among healthcare professionals, fostering a healthy and supportive work environment conducive to professional growth. Leaders who prioritize employee well-being and provide adequate resources create an atmosphere where employees can perform optimally and achieve long-term career success.

Incorporating employee well-being into the design of workspaces is essential for enhancing career success. Human-centered design, which focuses on creating environments tailored to the needs of employees, has gained significant attention in workplace research. A study by Appel-Meulenbroek et al. (2019) found that open-plan offices that adopt a human-centered approach and integrate biophilic design principles—such as natural lighting, greenery, and ergonomic layouts—promote employee satisfaction, productivity, and career progression.

Similarly, Cândido et al. (2019) emphasize that effectively planned work environments, which address diverse work-related activities and provide flexibility, positively influence employee well-being. Such environments not only support immediate job performance but also contribute to long-term career success by fostering a sense of fulfillment and professional growth.

The integration of high-quality working facilities into an organization's framework delivers benefits for both individuals and businesses. Singh (2023) asserts that investment in working facilities yields positive outcomes, including enhanced employee morale, increased efficiency, and career advancement opportunities. By aligning workplace design with organizational goals, companies can create environments that empower employees to excel and achieve their career aspirations.

As workplaces evolve in response to technological advancements and shifting employee expectations, the importance of high-quality working facilities continues to grow. Modern

organizations are increasingly adopting hybrid and remote work models, which further emphasizes the need for flexible, inclusive, and well-designed workspaces that support diverse employee needs (Bloom et al., 2021).

Thus, working facilities are a critical determinant of career success. Their impact extends beyond physical infrastructure, intersecting with organizational culture, leadership, and human-centered design. By prioritizing the development of supportive and resourceful workplaces, organizations can significantly enhance employee performance, well-being, and career outcomes, ultimately driving long-term success for both individuals and businesses.

Therefore, this study draws the following hypothesis for further investigation:

H1: There is a positive effect of Working Facilities (WF) on Career Success (CS) of an employee.

Influence of Working Facilities on Organizational Culture

Working facilities significantly influence organizational culture by shaping the physical, psychological, and social environments in which employees operate. These facilities directly affect employee satisfaction, engagement, and well-being, which are foundational to cultivating a productive and cohesive organizational culture.

The physical design and quality of working facilities communicate an organization's values and priorities. According to Tsai (2011), well-designed and efficient work environments facilitate effective communication and alignment with the organization's vision, thereby enhancing job satisfaction and the overall organizational culture. Efridah (2019) adds that a robust company culture, supported by conducive working conditions, fosters job motivation, happiness, and a collaborative atmosphere, promoting innovative behaviors among employees. These findings underscore the role of work facilities as a tangible medium for cultural values and conventions, shaping employees' perceptions of their roles and responsibilities within the organization.

The influence of working facilities extends to fostering workplace spirituality and a culture of continuous learning. Sorakraikitikul and Siengthai (2014) argue that conducive physical environments enhance knowledge-sharing behaviors and support a learning-oriented culture. For instance, open office designs, collaborative spaces, and technologically equipped facilities encourage interaction and knowledge exchange, creating a culture that prioritizes collaboration and innovation. This environment drives organizational growth by facilitating continuous development and intellectual engagement.

Leadership's role in leveraging working facilities to shape organizational culture is vital. Trus et al. (2018) highlight how physical environments influence collective norms and expectations, promoting a culture of empowerment and accountability. Leaders who prioritize supportive and resourceful working facilities inspire higher employee morale and strengthen cultural norms rooted in openness and trust. For example, creating spaces for team discussions and ensuring access to tools for task completion empower employees to take ownership of their roles, reinforcing an empowered and accountable workplace culture.

The connection between working facilities and employee well-being is a critical aspect of organizational culture. Sethi et al. (2021) emphasize that the quality of physical work

environments impacts employee health, stress levels, and job satisfaction, which are essential for building a culture of care and support. An environment that alleviates stress through ergonomic furniture, natural lighting, and wellness areas reinforces a caring organizational culture, where employees feel valued and supported.

The physical work environment, including accessibility, aesthetics, and quality, plays a significant role in fostering a sense of belonging and pride among employees. Dasgupta (2014) and Aryani & Widodo (2020) argue that well-designed and functional facilities strengthen team cohesion, enhance organizational identity, and boost employee morale. These improvements translate to a stronger organizational culture that prioritizes teamwork and shared values. Bradigan and Hartel (2013) further observe that facilities that meet employee needs positively impact productivity, morale, and job satisfaction, which are core to cultural development.

Habib et al. (2014) note that superior quality and well-maintained work environments contribute to fostering professionalism, collaboration, and innovation. These characteristics are critical for cultivating a culture that values high performance and adaptability. When employees perceive that their organization invests in quality facilities, they are more likely to reciprocate with greater dedication and commitment, reinforcing a positive cultural dynamic.

Organizations aiming to strengthen their culture must view investments in working facilities as strategic rather than incidental. High-quality facilities not only enhance employee satisfaction and well-being but also align with broader organizational objectives by fostering a supportive and flexible culture. Well-equipped workspaces facilitate formal communication, effective decision-making, and efficient task accomplishment, aligning organizational culture with desired outcomes (Dasgupta, 2014).

Therefore, working facilities are a pivotal determinant of organizational culture. Their influence extends across physical, psychological, and social dimensions, shaping employee perceptions, engagement, and collaboration. Organizations that prioritize investments in innovative and resourceful facilities stand to cultivate a culture of satisfaction, accountability, and excellence, driving long-term organizational success.

So, the literature review leads the following hypothesis:

H2: There is a positive effect of Working Facilities on Organizational Culture

Influence of Organizational Culture (OC) on Career Success (CS)

Organizational culture (OC) plays a pivotal role in shaping employees' career trajectories, satisfaction, and success. A supportive and constructive organizational culture creates an environment conducive to professional growth, psychological well-being, and the development of skills and competencies necessary for career advancement.

A supportive organizational culture acts as a buffer against workplace challenges, such as stress, burnout, and job dissatisfaction, which often hinder career success. Boamah et al. (2023) emphasize that cultures fostering inclusivity and support mitigate these adverse effects, enabling employees to excel professionally. Similarly, Hayes et al. (2010) found that trust and respect among colleagues, integral to organizational culture, enhance job satisfaction and foster a collaborative environment conducive to career growth. Hassankhani et al. (2017) add that organizational cultures prioritizing employee promotion, retention, and professional

development significantly improve career success.

Organizational culture fosters psychological safety and professional growth, two critical elements for career success. According to Khan et al. (2021), a nurturing work culture inspires innovation, encourages active engagement, and promotes constructive involvement in workplace roles. This is corroborated by Joo and Park (2010), who argue that open and learning-oriented organizational cultures provide platforms for continuous education and dialogue, which are essential for career happiness and retention.

Presti and Elia (2020) further highlight that organizations emphasizing employee skill development contribute significantly to both subjective (e.g., career satisfaction) and objective (e.g., promotions and salary increases) indicators of career success. Yu (2012) similarly identifies organizational support as a crucial predictor of career satisfaction, underscoring the need for deliberate and supportive cultural practices to promote employee growth and success.

Leadership and empowerment are central to organizational culture and directly impact career success. Nakagawa et al. (2014) note that a favorable social environment and a culture that supports empowerment enhance employee performance and productivity, creating pathways for career advancement. When leaders prioritize transparency, feedback, and employee development, they cultivate an organizational culture that values individual contributions, further facilitating career success.

Organizational culture is widely recognized as a critical determinant of job satisfaction and career success. Sharma (2017) found that organizations with engaging and articulated cultures not only boost job satisfaction but also enhance career development opportunities. Similarly, Vizano et al. (2021) identify a strong correlation between supportive organizational cultures and employees' career achievements, suggesting that cultural dynamics are central to professional growth.

Work environments with rigid hierarchies and low procedural flexibility, often referred to as "workaholic cultures," can inhibit the diversification of skills and competencies, thereby limiting career success (Zeqiri & Alija, 2016; Dasgupta, 2014). On the other hand, cultures emphasizing collaboration, flexibility, and innovation expand employees' professional horizons, fostering sustainable career growth.

The Social Cognitive Career Theory (SCCT) provides a framework for understanding the interplay between organizational culture and career success. Lent, Hackett, and Brown (1999) propose that organizational culture shapes individual career satisfaction and achievements through interactions with colleagues and environmental variables. This dynamic underscores how organizational norms and values can either facilitate or hinder employees' professional aspirations.

Rasool (2012) emphasizes the significant influence of organizational culture on career success, particularly concerning ethical and behavioral expectations. Positive cultures that align individual values with organizational goals reduce counterproductive behaviors and promote ethical decision-making, which are essential for sustainable career growth. Conversely, cultures characterized by misaligned expectations may lead to employee dissatisfaction and unethical behaviors, impeding career success (Callanan, 2003).

Contemporary research highlights the intricate relationship between organizational culture and

career outcomes. Dasgupta (2014) stresses that understanding an organization's culture enables employees to align their career ambitions with organizational opportunities. Zeqiri and Alija (2016), along with Hussain and Talpur (2021), document how organizational culture influences job satisfaction, commitment, and subsequent career success.

Aryani and Widodo (2020) assert that employee-centric cultures that prioritize inclusivity and professional development foster career satisfaction. Their findings reveal that organizations that invest in employee well-being and career progression witness improved organizational effectiveness and individual career achievements.

A robust organizational culture not only fosters career success but also drives organizational performance. Rijanti et al. (2020) argue that open communication, employee-centric policies, and results-oriented cultures enhance both individual and collective outcomes. Cultures emphasizing collaboration, innovation, and adaptability prepare employees to meet career challenges effectively, ensuring both personal and organizational success.

Organizations must recognize the strategic importance of cultivating supportive and inclusive cultures. Positive cultural environments empower employees, improve job satisfaction, and foster long-term commitment, ultimately enhancing career success. Investments in leadership development, ethical practices, and collaborative environments are essential for achieving these outcomes.

Thus, organizational culture is a foundational element influencing career success. By fostering environments that prioritize support, inclusivity, and development, organizations enable employees to thrive professionally. Positive cultures not only enhance individual career outcomes but also contribute to the overall success and sustainability of organizations.

This study tested the following hypothesis based on a literature review.

H3: Organizational Culture (OC) has a significant influence on Career Success (CS)

The Mediating Role of Organizational Culture in the Relationship between Working Facilities (WF) and Career Success (CS)

The interplay between working facilities (WF) and career success (CS) is increasingly recognized as being mediated by organizational culture (OC). Organizational culture serves as the bridge that enhances the effectiveness of working facilities by influencing employees' attitudes, behaviors, and overall career trajectories.

Well-equipped and supportive working facilities significantly contribute to career success by addressing employees' physical and psychological needs. For example, Wang et al. (2019) observed that enhanced workplace facilities, such as ergonomic designs and adequate resources, are crucial for fostering career success among healthcare professionals. This suggests that both tangible (physical infrastructure) and intangible (psychological safety) workplace dimensions play a role in shaping career outcomes.

Moon and Choi (2016) expanded on this by emphasizing the influence of career management strategies embedded in organizational culture. Their findings indicate that organizations that integrate supportive facilities with career development practices create a positive environment for achieving subjective career success (SCS), which includes job satisfaction, personal growth, and professional recognition.

The alignment of personal and organizational values is another critical factor in the WF-CS dynamic. Enache et al. (2011) found that value alignment fosters a sense of purpose and

belonging, amplifying the benefits of workplace facilities in achieving career success. Similarly, Mebariz (2023) observed that a positive organizational culture mitigates perceptions of career barriers, such as the glass ceiling, thereby enhancing subjective career success.

Organizational culture acts as the lens through which employees perceive and utilize workplace facilities. For instance, cultures promoting inclusivity and professional development encourage employees to leverage available resources effectively, fostering career advancement. Conversely, cultures that prioritize rigid hierarchies and performance pressure may negate the benefits of even well-designed facilities, impeding career success (Krishnan et al., 2020).

Leadership plays a pivotal role in shaping organizational culture, which, in turn, mediates the relationship between working facilities and career success. Chen et al. (2021) highlighted the significance of leader-member exchanges in fostering a supportive culture that enhances employees' perceptions of career success. Similarly, Liu and Liu (2015) found that organizational culture mediates the connection between WF and CS, indicating that cultural support enhances employees' utilization of workplace resources, thereby improving career outcomes.

Gregory et al. (2009) argue that organizational culture influences how employees perceive their work environment, shaping their attitudes and behaviors toward career progression. A culture that prioritizes collaboration, flexibility, and work-life balance enhances the effectiveness of workplace facilities, enabling employees to manage their professional and personal responsibilities more effectively. On the other hand, cultures overly focused on outcomes and performance may lead to stress and burnout, ultimately hindering career success.

The emphasis on work-life balance within organizational culture further illustrates its mediating role. Cultures that support flexible work arrangements and employee well-being create an environment where workplace facilities contribute positively to career success (Krishnan et al., 2020). For instance, companies that offer remote work options or childcare facilities enable employees to better balance their roles, resulting in improved job satisfaction and career growth.

In contrast, organizational cultures that prioritize intense workloads and rigid performance metrics may increase employee stress, negating the potential benefits of state-of-the-art facilities. This underscores the importance of aligning organizational culture with employee well-being to maximize the impact of working facilities on career success.

A comprehensive understanding of the interaction among WF, OC, and CS is essential for organizations aiming to develop effective employee retention and development strategies. Zeqiri and Alija (2016) and Hussain and Talpur (2021) stress that fostering a constructive and supportive organizational culture can amplify the positive effects of workplace facilities, enabling employees to achieve career success.

Organizations that invest in cultivating a positive culture—emphasizing inclusivity, innovation, and professional development—can enhance employee satisfaction and career outcomes. This strategic alignment not only benefits individuals but also contributes to organizational performance by fostering a motivated and engaged workforce.

Hence, organizational culture plays a critical mediating role in the relationship between working facilities and career success. By shaping how employees perceive and utilize workplace resources, a supportive culture can maximize the benefits of well-designed facilities, fostering both subjective and objective career success. Organizations must prioritize cultivating cultures that align with employee values, emphasize well-being, and support professional development to ensure the optimal use of working facilities and the achievement of career success.

So, our discussion leads the following hypothesis:

H4: Organizational Culture (OC) mediates the relationship between Working Facilities (WF) and Career Success (CS)

Research Methodology

This research investigates the impact of working facilities (WF) on career success (CS), focusing on the mediating role of organizational culture (OC). Drawing from organizational behavior and management frameworks, the study examines how employees' perceptions of workplace facilities and cultural norms influence their career trajectories. The research specifically targets professionals from diverse industries to understand how workplace infrastructure and cultural alignment shape career outcomes. A survey was conducted among employees across various organizations, emphasizing individuals with significant exposure to their company's working facilities and culture. A total of 389 valid responses were collected through random sampling, with male participants constituting 61% and female participants 39%. This gender distribution provides a balanced perspective on the interplay between working facilities, organizational culture, and career success. The study also explores how the alignment of organizational culture with workplace resources impacts both subjective and objective career success metrics, offering valuable insights into the dynamic relationship between physical workplace conditions, cultural factors, and professional growth.

Data Analysis: The data were analyzed using Structural Equation Modeling (SEM) with IBM SEM-AMOS software, enabling the examination of both direct and indirect relationships among variables (Hair et al., 2019). SEM, recognized as a second-generation multivariate analysis method (Hoque et al., 2018), was utilized to evaluate the measurement and structural models comprehensively (Byrne, 2016). The measurement model was assessed for unidimensionality, reliability, validity, and overall model fitness, adhering to the benchmarks outlined by Hoque et al. (2017) and the confirmatory factor analysis (CFA) criteria established by Awang (2015).

Results

To ensure the validity and strength of the constructs, the measurement model was initially evaluated for validity, reliability, and unidimensionality (Bagozzi & Yi, 2012). As per Hoque et al. (2017), unidimensionality is confirmed when factor loadings for all items are positive and exceed 0.6. Convergent validity was assessed using the Average Variance Extracted (AVE), with values above 0.5 indicating acceptable validity (Awang, 2015). Construct reliability was evaluated with Composite Reliability (CR), using a threshold of 0.6, while internal reliability was confirmed when Cronbach Alpha values were greater than 0.7 (Hoque et al., 2018). The results for factor loadings, CR, and AVE for each construct are presented in Table 1. The measurement model's fit was evaluated using various indices, including RMSEA, GFI, and CFI, all of which indicated a satisfactory fit (Hu & Bentler, 1999).

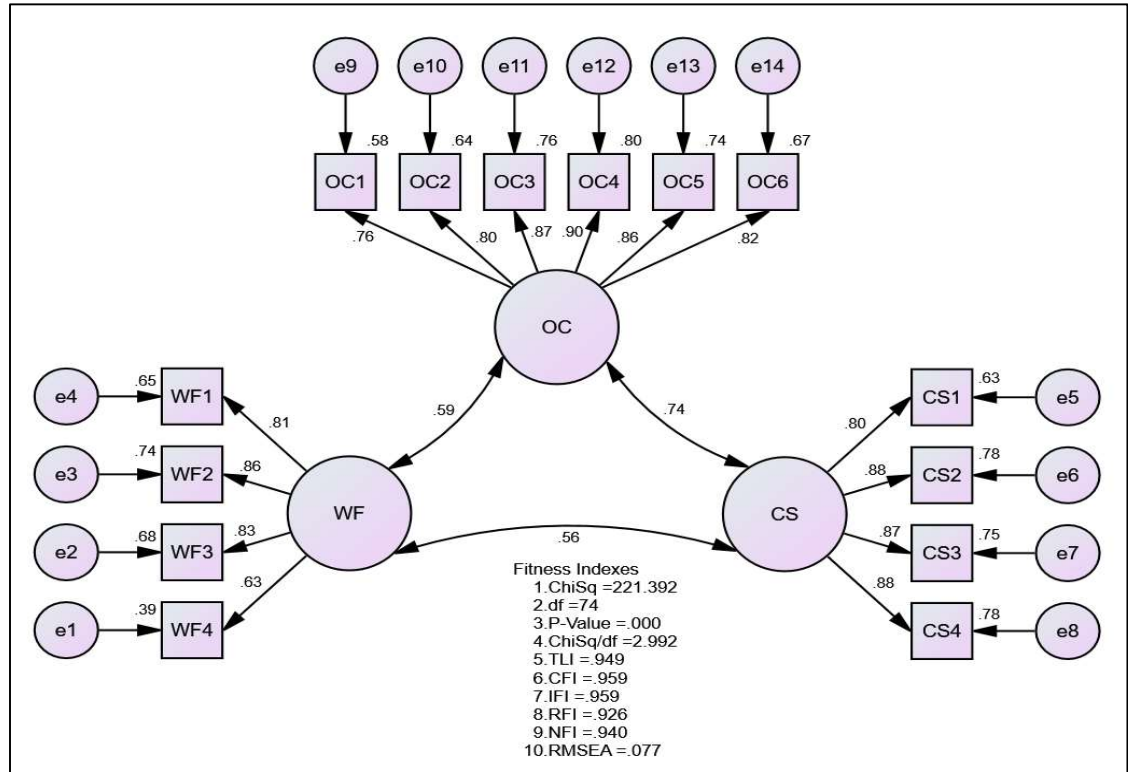


Figure 3: CFA Results for Measurement Model

Table 1: CFA Results for Measurement Model

Constructs	Dimensions & Items	Factor Loading	Composite Reliability (CR) (> 0.6)	Average Variance Extracted (AVE) (> 0.5)
WF	WF1	.84	.866	.620
	WF2	.88		
	WF3	.80		
	WF4	.84		
OC	OC1	.76	.933	.699
	OC2	.80		
	OC3	.87		
	OC4	.90		
	OC5	.86		
	OC6	.82		
CS	CS1	.80	.918	.736
	CS2	.88		
	CS3	.87		
	CS4	.88		

The factor loadings for each item of the three constructs, along with the Composite Reliability (CR) and Average Variance Extracted (AVE) values, are presented in Table 1. These results demonstrate that all latent constructs Organizational Culture (OC), Working Facilities (WF), and Career Success (CS) meet the required criteria for convergent validity, unidimensionality, and construct reliability. Specifically, the AVE exceeds the 0.5 threshold, ensuring convergent

validity; the factor loadings for all items are positive with a minimum value of 0.6, confirming unidimensionality; and both CR and AVE values exceed the minimum acceptable thresholds for construct reliability (Awang et al., 2017a; Awang et al., 2017b; Awang, 2015; Awang, 2014).

In addition, following the guidelines of Hoque & Awang (2019), Abdullah et al. (2019), Siddiqui & Hoque (2018), Awang et al. (2017), and Awang (2015), discriminant validity was assessed. One criterion for achieving discriminant validity is ensuring that the correlation between independent variables is less than 0.85 (Hair et al., 2019). The second criterion, according to Fornell and Larcker (1981), is that the square root of the AVE for each construct should be greater than the correlations between constructs in both rows and columns. Discriminant validity was confirmed using Fornell and Larcker's method, where the square root of the AVE for each construct was found to be higher than the inter-construct correlations (Fornell & Larcker, 1981). Table 2 summarizes the discriminant validity index, confirming that the constructs in the model are distinct from each other (Awang et al., 2017).

Table 2: Discriminant Validity Index Summary

Construct	Working Facilities (WF)	Organizational Culture (OC)	Career Success (CS)
Working Facilities (WF)	0.787		
Organizational Culture (OC)	0.593	0.836	
Career Success (CS)	0.562	0.737	0.857

As depicted in Figure 5, Working Facilities (WF) has a significant positive direct impact on Career Success (CS) ($\beta=0.236$, $P=.001$), supporting Hypothesis H1.

Table 3: Squared Multiple Correlations (R^2)

Variable	Estimate (R^2)
Career Success (CS)	0.567

Table 3 above shows that the predictors of Career Success (CS) explain 56.7% of its variance. In other words, the remaining 43.3% of the variance in Career Success (CS) is attributed to error variance.

Table 4: Standardized Regression Weights of digital device addiction on lifestyle

Variable	Path	Variable	Estimate
Career Success (CS)	<---	Working Facilities (WF)	0.593

Organizational Culture (OC)	<---	Working Facilities (WF)	0.193
Career Success (CS)	<---	Organizational Culture (OC)	0.622

Table 4, based on Figure 4, indicates that the influence of Working Facilities (WF) on Career Success (CS) was 59.3%. Additionally, the impact of Working Facilities (WF) on Organizational Culture (OC) was 19.3%, while the effect of Organizational Culture (OC) on Career Success (CS) was 62.2%.

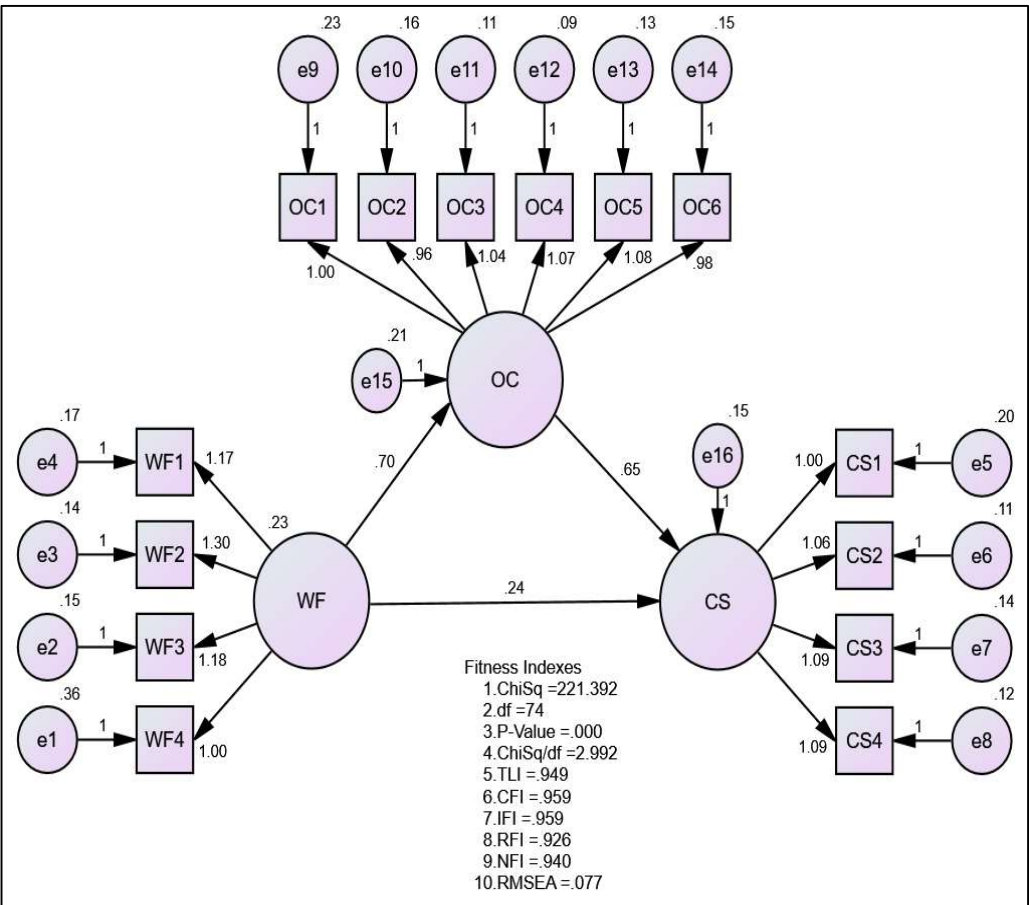


Figure 4: Unstandardized Regression Path Coefficient

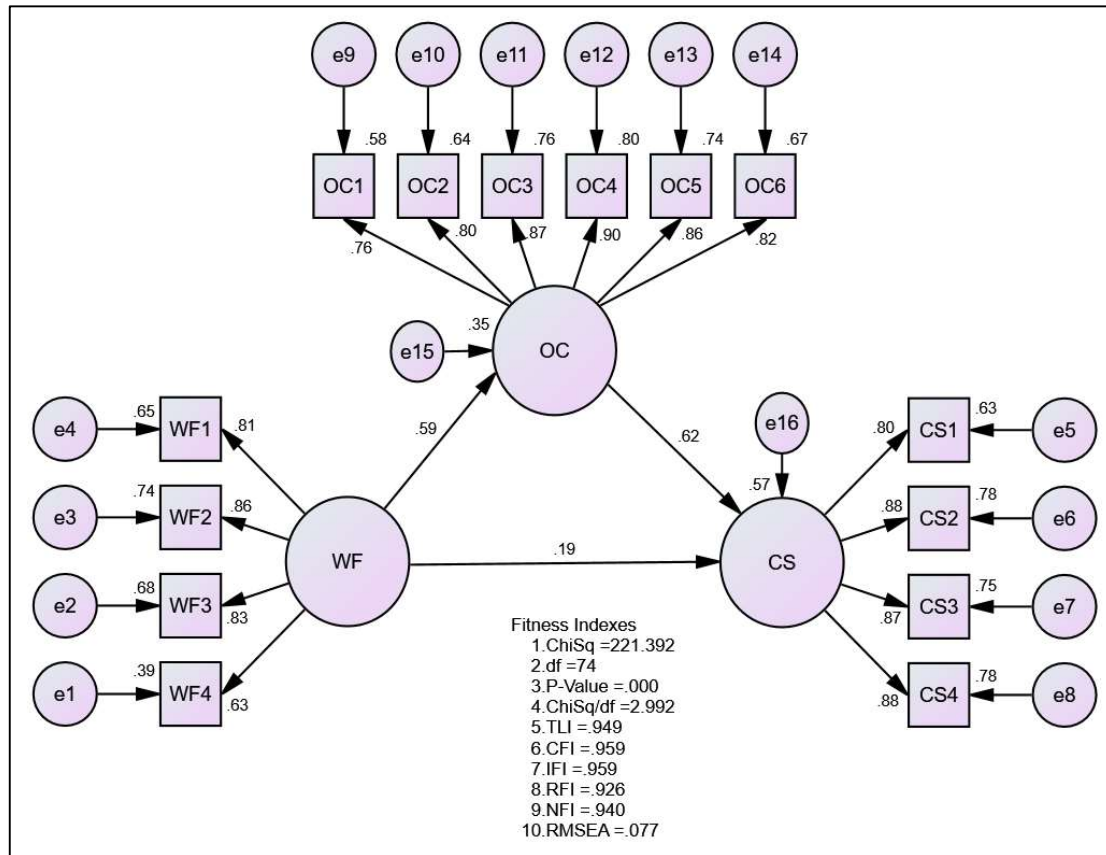


Figure 5: Standardized Regression Path Coefficient

The unstandardized regression weight, as depicted in Figure 4, represents the estimated beta coefficient, which quantifies the effect of the Working Facilities (WF) construct on the Career Success (CS) construct.

Table 5: Regression Weight for Path Estimate

Variable	Path	Variable	Estimate	S.E.	C.R.	P	Result
Career Success (CS)	<---	Working Facilities (WF)	.236	0.072	3.297	***	Significant
Organizational Culture (OC)	<---	Working Facilities (WF)	.697	.083	68.045	***	Significant
Career Success (CS)	<---	Organizational Culture (OC)	.648	.069	9.423	***	Significant

Note: *** P<0.01

The hypotheses of this study are proposed as follows: H1, Working Facilities (WF) positively and significantly affect Career Success (CS); H2, Working Facilities (WF) positively and significantly influence Organizational Culture (OC); and H3, Organizational Culture (OC) significantly impacts Career Success (CS). Table 5 shows that the level of significance for the

regression weight confirms a critical ratio (CR) value of 3.297 ($p = 0.01$), validating H1. This is consistent with contemporary findings that emphasize the importance of workplace infrastructure in fostering career achievements.

The beta coefficient for WF's effect on Career Success is 0.236, signifying that each unit improvement in working facilities corresponds to a 0.236-unit increase in career success. This supports H1, reinforcing the notion that enhancing working facilities directly contributes to career growth. However, this relationship is further nuanced by Organizational Culture as a mediating variable.

Beyond its direct influence on Career Success, WF significantly contributes to cultivating an Organizational Culture characterized by employee satisfaction, growth opportunities, and productivity. Working facilities encompass resources such as ergonomics, technological tools, and workplace support systems. When optimized, these resources improve task management efficiency and foster collaboration, ultimately strengthening the organizational culture.

As shown in Table 5, the beta coefficient (0.697) highlights WF's strong and significant impact on OC. This confirms that improvements in facilities contribute to a supportive culture that values employee engagement and well-being. Moreover, aligning working facilities with organizational goals nurtures trust, innovation, and accountability, critical for achieving long-term career success. These findings validate H2, showing that WF plays a significant role in shaping Organizational Culture.

The relationship between Organizational Culture and Career Success is well-documented, particularly as culture mediates external factors like facilities and policies. While WF directly affects CS, a positive organizational culture amplifies these effects, validating H3. This underscores the critical role of a supportive culture in achieving professional success.

Organizational Culture acts as a mediator that enhances or diminishes the impact of WF on Career Success. A culture characterized by shared values and employee empowerment maximizes the benefits of improved facilities, while an unsupportive culture diminishes their impact. These findings emphasize the role of Organizational Culture as a key determinant of Career Success. Employees in supportive environments thrive, while those in rigid cultures face challenges, validating H3 and emphasizing the interconnectedness of facilities, culture, and career success.

Mediation Test:

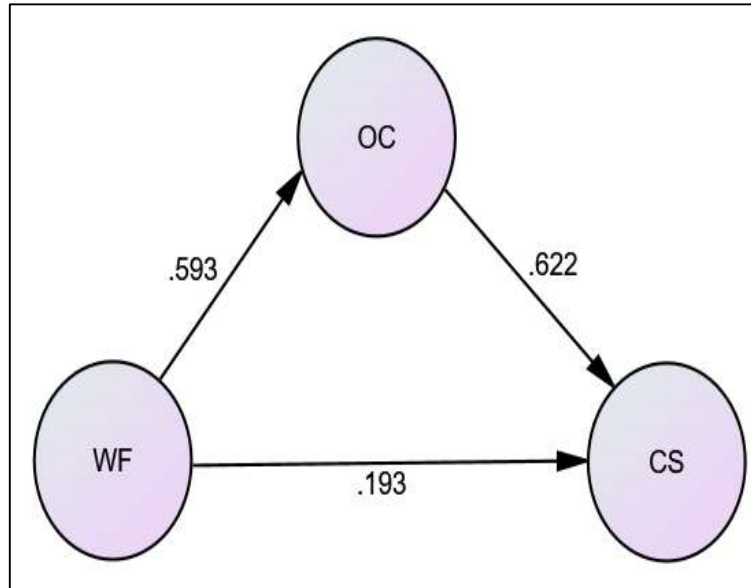


Figure 6: Bootstrapping Output for Mediation

Figure 6 illustrates the mediation analysis, where the indirect effect of working facilities (WF) on career success (CS) through organizational culture (OC) is calculated ($0.593 \times 0.622 = 0.368$). This indirect effect is larger than the direct effect (0.193), indicating partial mediation. The bootstrapping results, detailed in Table 3, validate the significance of both the direct and indirect effects, further supporting the mediation model.

Table 3: Bootstrapping Results of Mediation

Effect	Estimate	Bootstrapping P-value	Mediation Type
Indirect Effect	0.368	0.001	Partial Mediation
Direct Effect	0.193	0.001	

Implications of the Study

This study makes significant contributions to organizational behavior and career development literature by elucidating the mediating role of **Organizational Culture (OC)** in the relationship between **Working Facilities (WF)** and **Career Success (CS)**. The findings underscore how an effective organizational culture amplifies the positive impact of workplace facilities on career outcomes, providing actionable insights for business leaders, policymakers, and HR professionals.

Organizations that prioritize employee-centric cultures can enhance the efficacy of working facilities, fostering career success. For instance, firms should focus on cultivating a culture that supports professional growth, values alignment, and resource optimization to enhance employees' career trajectories. Initiatives might include training programs designed to help employees effectively utilize workplace resources and align organizational goals with personal career aspirations (Zeqiri & Alija, 2016; Hussain & Talpur, 2021). Furthermore, flexible policies that support work-life balance—such as remote work options or flexible schedules—can mitigate workplace stress and facilitate career advancement (Krishnan et al., 2020).

To foster such an environment, organizations should integrate strategies such as:

- **Leadership Development:** Providing leaders with training on cultivating a supportive and inclusive organizational culture that encourages employee growth and well-being.

- **Resource Utilization Workshops:** Educating employees on optimizing available workplace facilities to align with their career goals.
- **Employee Feedback Mechanisms:** Establishing regular feedback loops to assess the alignment between workplace resources, cultural practices, and employee needs. This can help organizations refine their culture to better support career success.
- **Well-Being Programs:** Implementing mental health and wellness initiatives to ensure employees remain engaged and productive while pursuing career growth.

Moreover, organizations must recognize the importance of aligning corporate culture with strategic goals. A culture that fosters innovation, collaboration, and inclusivity enhances employees' ability to leverage working facilities, leading to both subjective (job satisfaction, recognition) and objective (promotions, salary increases) career success (Chen et al., 2021). Policymakers and organizational leaders must consider these findings when designing interventions aimed at improving career outcomes across diverse industries.

Limitations and Future Scope

While this study provides valuable insights into the mediating role of organizational culture, it has certain limitations. The research is context-specific, often relying on cross-sectional data, which limits its ability to establish causal relationships (Liu & Liu, 2015). Future studies could address these limitations by employing longitudinal designs to capture the dynamic interplay between WF, OC, and CS over time.

Additionally, this study focuses primarily on the mediating role of organizational culture without considering other potential mediators. Future research should explore variables such as **psychological safety**, **leadership quality**, and **employee motivation**, which could further elucidate the relationship between working facilities and career success. Expanding the geographic and industrial scope of the research could also provide a broader understanding of cultural and contextual influences.

Lastly, qualitative methods, such as interviews and case studies, could complement quantitative findings, offering deeper insights into how employees perceive and navigate the interplay of workplace facilities and culture in their career journeys.

Conclusion

This study highlights the critical role of organizational culture in mediating the relationship between working facilities and career success. It demonstrates that a supportive organizational culture not only enhances the utility of working facilities but also significantly influences employees' career outcomes by fostering job satisfaction, engagement, and personal growth. The findings emphasize the need for organizations to adopt a holistic approach that integrates workplace resource optimization with cultural alignment to promote career success. This includes leadership development, fostering inclusivity, and implementing well-being initiatives. Policymakers and corporate leaders must prioritize strategies that align organizational culture with employee needs, recognizing that such alignment is essential for enhancing career outcomes and overall organizational performance.

While the study contributes to the growing discourse on organizational culture's role in career development, it also opens avenues for future research to explore additional mediators and diverse contexts. By leveraging the insights from this research, organizations can create environments that empower employees to thrive professionally while contributing to their personal and organizational success.

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