

The Impact of Sustainable Marketing Strategies and Career Development Opportunities on Employee Productivity and Customer Loyalty in Jakarta

Noor Aziz¹, Asa Sheila Amelia², Fauzi Ichwani³, Gumoyo Munpuni Ningsih⁴, Aula Nurul Ma'rifah⁵

¹ Universitas Muhammadiyah Malang and nooraziz.ngalam@gmail.com

² Universitas Muhammadiyah PKU Surakarta and asa.sheila@umpku.ac.id

³ Universitas Muhammadiyah PKU Surakarta and fauzi.ichwani@umpku.ac.id

⁴ Universitas Muhammadiyah Malang and gumoyo@umm.ac.id

⁵ UIN Syekh Wasil Kediri and aulanurul@uinkediri.ac.id

ABSTRACT

In an increasingly competitive business environment, organizations are required to implement strategies that not only enhance organizational performance but also promote long-term sustainability and customer retention. This study aims to examine the impact of Sustainable Marketing Strategies and Career Development Opportunities on Employee Productivity and Customer Loyalty in Jakarta. A quantitative research approach was employed using a survey method involving 200 respondents working in various organizations across Jakarta. Data were collected through structured questionnaires measured using a five-point Likert scale. The analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS 3). The results indicate that Sustainable Marketing Strategies have a positive and significant effect on Employee Productivity ($\beta = 0.382$, $p < 0.001$) and Customer Loyalty ($\beta = 0.291$, $p < 0.001$). Career Development Opportunities also significantly influence Employee Productivity ($\beta = 0.467$, $p < 0.001$) and Customer Loyalty ($\beta = 0.177$, $p = 0.010$). Furthermore, Employee Productivity exerts the strongest direct effect on Customer Loyalty ($\beta = 0.431$, $p < 0.001$). The structural model explains 65.3% of the variance in Employee Productivity and 71.2% of the variance in Customer Loyalty, indicating substantial predictive capability. The findings suggest that organizations should integrate sustainability-oriented marketing initiatives with employee development programs to enhance workforce productivity and strengthen long-term customer loyalty. This study contributes to the literature by providing an integrated framework that combines external sustainability strategies and internal human resource development practices within a single model.

Keywords: Sustainable Marketing Strategies, Career Development Opportunities, Employee Productivity, Customer Loyalty, SEM-PLS.

1. INTRODUCTION

The increasing complexity of contemporary business environments has encouraged organizations to adopt strategies that not only improve financial performance but also support long-term sustainability. In today's highly competitive marketplace, organizations are increasingly expected to balance economic objectives with environmental and social responsibilities [1], [2]. Stakeholders, including customers, investors, regulators, and communities, are demanding greater accountability regarding how businesses create value and contribute to sustainable development [3], [4]. Consequently, sustainability has evolved from a peripheral concern into a strategic priority that influences organizational decision-making across various functions [5], [6]. Among the numerous approaches adopted by firms, sustainable marketing strategies have emerged as a critical mechanism for aligning business objectives with stakeholder expectations. Sustainable marketing emphasizes the integration of environmental responsibility, social awareness, and economic viability into marketing activities, enabling organizations to satisfy customer needs while simultaneously contributing to broader sustainability goals.

The growing emphasis on sustainability has significantly transformed consumer behavior and purchasing preferences. Modern consumers are becoming increasingly conscious of environmental degradation, climate change, ethical sourcing, and social responsibility issues. As a result, customers are more likely to support organizations that demonstrate authentic commitments to sustainable business practices [7], [8]. Sustainable marketing initiatives such as eco-friendly product promotion, transparent communication, ethical supply chain management, and corporate social responsibility campaigns can positively shape customer perceptions and strengthen brand credibility. These initiatives not only enhance customer trust but also foster stronger emotional connections between consumers and organizations [9], [10]. Consequently, sustainable marketing strategies are no longer regarded merely as instruments for promoting corporate responsibility; rather, they have become strategic tools that support customer loyalty, brand differentiation, and long-term organizational performance.

While external market-oriented strategies are essential for attracting and retaining customers, internal organizational capabilities remain equally important in achieving sustainable competitive advantage. Human resources constitute one of the most valuable assets within organizations because employees directly influence productivity, innovation, service quality, and customer satisfaction [11], [12]. Employee productivity refers to the effectiveness and efficiency with which employees perform their assigned tasks to achieve organizational objectives. Higher levels of employee productivity contribute to improved operational performance, better service delivery, and enhanced competitiveness [13], [14]. Therefore, organizations continuously seek mechanisms that can strengthen employee motivation, engagement, and performance. In an increasingly knowledge-driven economy, employee productivity has become a key determinant of organizational success and sustainability.

One of the most influential factors affecting employee productivity is career development opportunity. Career development encompasses organizational efforts to facilitate employee growth through training programs, professional development initiatives, mentoring systems, skill enhancement activities, and promotion opportunities [15], [16]. Employees who perceive clear career advancement pathways are generally more motivated to contribute effectively because they view their current roles as stepping stones toward future professional achievements. Furthermore, career development initiatives enable organizations to retain talented employees, reduce turnover intentions, and develop a workforce capable of adapting to evolving market conditions and technological changes [17], [18]. As competition for skilled human capital intensifies, investment in career development has become a strategic necessity that benefits both employees and organizations. By fostering continuous learning and professional growth, organizations can enhance employee productivity while simultaneously strengthening long-term organizational capabilities.

The relationship between employee productivity and customer loyalty has attracted considerable attention within management and marketing literature. Customer loyalty is widely recognized as a critical factor for organizational sustainability because loyal customers are more likely to engage in repeat purchases, maintain long-term relationships with firms, and recommend products or services to others [19], [20]. In highly competitive markets, customer loyalty provides substantial advantages by reducing customer acquisition costs and increasing profitability. Employees play a crucial role in shaping customer experiences, particularly in service-oriented industries where employee-customer interactions directly influence customer perceptions [7], [21]. Productive employees are generally more capable of delivering high-quality services, responding

effectively to customer needs, and creating positive customer experiences that encourage customer loyalty. Furthermore, sustainable marketing strategies may also directly strengthen customer loyalty by aligning organizational values with customer concerns regarding environmental protection, ethical conduct, and social responsibility, thereby creating deeper emotional and psychological connections with customers.

Despite extensive research examining sustainable marketing strategies, career development opportunities, employee productivity, and customer loyalty, existing studies have largely investigated these variables independently. Limited research has explored the combined influence of sustainable marketing strategies and career development opportunities on employee productivity and customer loyalty within a single integrated framework. Moreover, many previous studies focus either on external customer-oriented strategies or internal employee-oriented initiatives without examining how these dimensions interact to generate organizational value. This gap is particularly relevant in Jakarta, Indonesia's primary economic and commercial center, where organizations face intense competition, rapidly changing consumer expectations, workforce development challenges, and increasing demands for sustainability. Therefore, this study proposes an integrated model that examines sustainable marketing strategies and career development opportunities as dual strategic drivers of employee productivity and customer loyalty. The novelty of this research lies in combining external and internal organizational perspectives while evaluating employee productivity as a mechanism linking organizational strategies to customer loyalty. The findings are expected to contribute to the literature on sustainable marketing, human resource management, and customer relationship management while providing practical insights for organizations seeking sustainable growth in highly competitive urban markets.

2. LITERATURE REVIEW

2.1 *Sustainable Marketing Strategies*

Sustainable marketing strategies refer to organizational efforts to create, communicate, and deliver customer value while integrating environmental responsibility, social accountability, and long-term economic sustainability. Unlike traditional marketing, which primarily focuses on profitability and market share, sustainable marketing seeks to balance organizational objectives with broader stakeholder interests through initiatives such as eco-friendly product promotion, ethical business practices, social responsibility programs, and transparent sustainability communication [2], [6]. Increasing consumer awareness of environmental and social issues has made sustainable marketing an important strategic tool for enhancing brand reputation, customer trust, and competitive advantage [22], [23]. Consistent with Stakeholder Theory, sustainable marketing enables organizations to address the interests of multiple stakeholders while creating long-term value, whereas the Resource-Based View (RBV) suggests that sustainability-related capabilities can become unique organizational resources that support sustained competitive advantage. In this study, sustainable marketing strategies are conceptualized as organizational initiatives that integrate sustainability principles into marketing activities and are reflected through environmental responsibility, ethical marketing practices, social responsibility engagement, sustainable product promotion, and transparent communication.

2.2 *Career Development Opportunities*

Career development opportunities refer to organizational efforts to support employee growth, skill enhancement, and career advancement through initiatives such as training programs, mentoring, leadership development, job rotation, promotion pathways, and career planning support [15], [24]. As a key component of human resource management, career development influences employee motivation, commitment, engagement, and performance by fostering positive perceptions of organizational support [25], [26]. According to Human Capital Theory, investments in employee development enhance competencies, productivity, and organizational performance, while Social Exchange Theory suggests that employees reciprocate such support through greater commitment and improved work outcomes [18], [27]. In this study, career development opportunities are defined as employees' perceptions of the availability of organizational support for professional growth and are reflected through training opportunities, promotion prospects, mentoring support, skill development programs, and career planning assistance.

2.3 *Employee Productivity*

Employee productivity refers to the effectiveness and efficiency with which employees utilize their skills, effort, and organizational resources to achieve desired outcomes and organizational objectives. As a key indicator of organizational performance, productivity contributes to operational efficiency, service quality, innovation, customer satisfaction, and competitiveness [14], [28]. Employee productivity is influenced by various factors, including motivation, training, organizational support, and career development opportunities. Consistent with Expectancy Theory, employees are more productive when they believe their efforts will lead to performance improvements and valued rewards [29], [30]. In service-oriented organizations, productivity also plays a crucial role in shaping customer experiences, as productive employees are more likely to deliver responsive and high-quality services. In this study, employee productivity is measured through work efficiency, work quality, task completion effectiveness, innovation contribution, and overall performance achievement.

2.4 *Customer Loyalty*

Customer loyalty refers to a customer's commitment to maintain a long-term relationship with an organization and continue purchasing its products or services despite the availability of alternative options. As a critical organizational asset, customer loyalty contributes to revenue stability, positive word-of-mouth, lower marketing costs, and long-term profitability [20], [31]. Customer loyalty encompasses both behavioral aspects, reflected in repeat purchases, and attitudinal aspects, reflected in trust, emotional attachment, and commitment toward a brand. According to Relationship Marketing Theory, organizations that consistently deliver value, build trust, and effectively meet customer needs are more likely to foster loyal customer relationships [20], [32], [33]. Sustainable marketing initiatives can strengthen loyalty by aligning organizational practices with customer values, while productive employees contribute to positive customer experiences that enhance satisfaction and retention. In this study, customer loyalty is measured through repurchase intention, customer

retention, positive word-of-mouth, customer trust, and willingness to recommend products or services to others.

2.5 Relationship Between Sustainable Marketing Strategies and Employee Productivity

Sustainable marketing strategies can positively influence employee productivity by fostering a sense of organizational purpose, enhancing alignment with societal values, and strengthening employee identification with the organization [34]–[36]. Employees often experience greater motivation, engagement, and commitment when working for companies that demonstrate environmental and social responsibility, while a strong sustainability reputation can increase employee pride and willingness to contribute to organizational goals. Previous studies have shown that sustainability-oriented practices enhance employee engagement, organizational commitment, and job performance, suggesting that sustainable marketing strategies are likely to have a positive effect on employee productivity [2], [6], [37].

H1: Sustainable Marketing Strategies have a positive and significant effect on Employee Productivity.

2.6 Relationship Between Career Development Opportunities and Employee Productivity

Career development opportunities provide employees with the skills, knowledge, and motivation needed to enhance their performance and productivity. Employees who perceive clear opportunities for advancement are generally more motivated to invest effort in their work because they associate strong performance with future career growth and rewards [38], [39]. Through training programs, mentoring, and professional development initiatives, organizations can strengthen employee competencies and improve work effectiveness [40], [41]. Consistent with Human Capital Theory, investments in employee development enhance knowledge, expertise, and productivity, while empirical studies have consistently demonstrated a positive relationship between career development opportunities and employee performance outcomes.

H2: Career Development Opportunities have a positive and significant effect on Employee Productivity.

2.7 Relationship Between Sustainable Marketing Strategies and Customer Loyalty

Sustainable marketing strategies contribute to customer loyalty by strengthening trust, enhancing brand image, and fostering emotional connections with consumers who increasingly value environmental responsibility and ethical business practices [42], [43]. When customers perceive that organizations genuinely implement sustainable initiatives, they are more likely to develop positive attitudes, maintain long-term relationships, and remain committed to the brand. Previous studies have consistently shown that sustainability-oriented practices positively influence customer trust, satisfaction, and loyalty [44], [45], suggesting that sustainable marketing strategies can directly enhance customer loyalty.

H3: Sustainable Marketing Strategies have a positive and significant effect on Customer Loyalty.

2.8 Relationship Between Career Development Opportunities and Customer Loyalty

Although career development opportunities primarily focus on employee growth, their benefits can extend to customers through improved service quality and employee

performance. Employees who receive adequate training, mentoring, and development support tend to be more competent, motivated, and responsive in meeting customer needs, resulting in more positive customer experiences [46], [47]. Organizations that invest in employee development often achieve higher service quality and stronger customer relationships, which can enhance customer satisfaction and loyalty [44], [48]. Therefore, career development opportunities are expected to contribute, either directly or indirectly, to customer loyalty.

H4: Career Development Opportunities have a positive and significant effect on Customer Loyalty.

2.9 Relationship Between Employee Productivity and Customer Loyalty

Employee productivity is a critical determinant of customer loyalty because productive employees are better able to deliver high-quality services efficiently and effectively, resulting in positive customer experiences. Customers who consistently receive reliable and satisfactory service are more likely to develop trust, satisfaction, and long-term commitment toward an organization [49]. Consistent with the Service-Profit Chain framework, employee performance contributes to customer satisfaction and loyalty, which ultimately supports organizational success and profitability. Previous empirical studies have also demonstrated a positive relationship between employee productivity and customer loyalty across various industries.

H5: Employee Productivity has a positive and significant effect on Customer Loyalty.

3. METHODS

This study employed a quantitative approach with an explanatory research design to examine the relationships among Sustainable Marketing Strategies, Career Development Opportunities, Employee Productivity, and Customer Loyalty. The research was conducted among employees working in various companies in Jakarta, Indonesia, which was selected due to its position as the country's primary economic and business center characterized by intense competition, increasing sustainability awareness, and diverse organizational practices. The population consisted of employees who were familiar with organizational marketing activities, career development programs, and customer-oriented operations. A total of 200 respondents were selected using purposive sampling based on the criteria that they were employed in companies operating in Jakarta, had worked in their organizations for at least one year, possessed knowledge of organizational marketing and career development practices, and were willing to participate voluntarily in the study. The sample size met the minimum requirements for Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis and was considered sufficient to ensure reliable statistical estimation.

Primary data were collected through a structured questionnaire distributed both directly and electronically to respondents. The questionnaire was developed based on measurement indicators adapted from previous studies on sustainable marketing, career development, employee productivity, and customer loyalty. Prior to the main survey, the instrument was reviewed to ensure clarity, relevance, and comprehensibility. The questionnaire consisted of two sections, namely respondent demographic information and measurement items related to the research variables. Sustainable Marketing Strategies were measured using five indicators: environmental responsibility, ethical marketing practices, sustainable product promotion, social responsibility initiatives, and transparent communication. Career Development Opportunities were measured through training opportunities, promotion prospects, career planning support, mentoring programs, and skill

development initiatives. Employee Productivity was assessed through work efficiency, work quality, timeliness, problem-solving capability, and performance achievement, while Customer Loyalty was measured using repurchase intention, customer retention, positive word-of-mouth, recommendation intention, and customer trust. All items were evaluated using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 3 software. SEM-PLS was chosen because it is suitable for predictive models, can accommodate complex relationships among variables, and does not require strict assumptions regarding data normality. The analysis was conducted in two stages: measurement model evaluation and structural model evaluation. The measurement model was assessed through convergent validity using outer loading (>0.70) and Average Variance Extracted (AVE >0.50), discriminant validity using the Fornell-Larcker criterion and cross-loadings, and reliability using Cronbach's Alpha and Composite Reliability (>0.70). The structural model evaluation included the assessment of the coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2). Hypothesis testing was performed using the bootstrapping procedure, with a relationship considered significant when the T-statistic exceeded 1.96 and the p-value was below 0.05.

4. RESULT AND DISCUSSION

4.1 Respondent Profile

A total of 200 questionnaires were distributed and successfully collected from employees working in various organizations in Jakarta. All questionnaires were considered valid and suitable for analysis.

Table 1. Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	112	56.0
	Female	88	44.0
Age	20–29 years	72	36.0
	30–39 years	84	42.0
	40–49 years	31	15.5
	≥ 50 years	13	6.5
Education	Diploma	28	14.0
	Bachelor	126	63.0
	Master	41	20.5
	Doctoral	5	2.5
Work Experience	1–3 years	51	25.5
	4–7 years	79	39.5
	8–11 years	42	21.0
	>11 years	28	14.0

Table 1 presents the demographic characteristics of the 200 respondents included in this study. Based on gender, the majority of respondents were male, accounting for 112 individuals (56.0%), while female respondents represented 88 individuals (44.0%). In terms of age, most respondents were between 30–39 years old (42.0%), followed by those aged 20–29 years (36.0%), 40–49 years (15.5%), and 50 years or older (6.5%). Regarding educational attainment, the majority held a bachelor's degree (63.0%), followed by a master's degree (20.5%), diploma qualification (14.0%), and doctoral degree (2.5%). Based on work experience, most respondents had worked for 4–7 years (39.5%), followed by 1–3 years (25.5%), 8–11 years (21.0%), and more than 11 years (14.0%). These results indicate that the sample was dominated by relatively experienced and well-educated employees, providing an appropriate basis for examining sustainable marketing strategies, career development opportunities, employee productivity, and customer loyalty.

4.2 Measurement Model Assessment (Outer Model)

4.2.1 Convergent Validity

Convergent validity was assessed through outer loadings and Average Variance Extracted (AVE). All indicators exceeded the recommended threshold of 0.70.

Table 2. Outer Loading Values

Construct	Indicator	Loading
Sustainable Marketing Strategies	SMS1	0.842
	SMS2	0.856
	SMS3	0.817
	SMS4	0.879
	SMS5	0.834
Career Development Opportunities	CDO1	0.851
	CDO2	0.889
	CDO3	0.828
	CDO4	0.864
	CDO5	0.842
Employee Productivity	EP1	0.853
	EP2	0.876
	EP3	0.818
	EP4	0.844
	EP5	0.868
Customer Loyalty	CL1	0.881
	CL2	0.849
	CL3	0.862
	CL4	0.833
	CL5	0.854

Table 2 presents the outer loading values for all measurement indicators used in the study. The results show that all indicators achieved loading values above the recommended threshold of 0.70, indicating satisfactory convergent validity. For Sustainable Marketing Strategies, the loading values ranged from 0.817 to 0.879, while Career Development Opportunities exhibited loadings between 0.828 and 0.889. Employee Productivity indicators demonstrated loading values ranging from 0.818 to 0.876, and Customer Loyalty indicators ranged from 0.833 to 0.881. The highest loading value was observed for CDO2 (0.889), whereas the lowest loading value was recorded for SMS3 (0.817). Since all indicators exceeded the minimum acceptable criterion, each measurement item was retained for further analysis, confirming that the indicators adequately represent their respective latent constructs and provide strong evidence of convergent validity.

Table 3. AVE, Composite Reliability, and Cronbach's Alpha

Construct	AVE	Composite Reliability	Cronbach's Alpha
Sustainable Marketing Strategies	0.720	0.928	0.902
Career Development Opportunities	0.739	0.934	0.912
Employee Productivity	0.731	0.931	0.908
Customer Loyalty	0.737	0.933	0.911

Table 3 presents the results of the validity and reliability assessment using Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha. The findings indicate that all constructs achieved AVE values above the recommended threshold of 0.50, ranging from 0.720 to 0.739, demonstrating adequate convergent validity. Career Development Opportunities recorded the highest AVE value (0.739), followed by Customer Loyalty (0.737), Employee Productivity (0.731), and Sustainable Marketing Strategies (0.720). Furthermore, all constructs exhibited Composite

Reliability values above 0.90, ranging from 0.928 to 0.934, indicating excellent internal consistency. Similarly, Cronbach's Alpha values ranged from 0.902 to 0.912, exceeding the recommended minimum threshold of 0.70. These results confirm that all measurement constructs are both valid and highly reliable, supporting their suitability for subsequent structural model analysis.

4.2.2 Discriminant Validity

Table 4. Fornell-Larcker Criterion

Variable	SMS	CDO	EP	CL
SMS	0.849			
CDO	0.612	0.860		
EP	0.688	0.721	0.855	
CL	0.694	0.645	0.752	0.858

Table 4 presents the Fornell–Larcker Criterion results used to assess discriminant validity among the study constructs. The findings show that the square root of the Average Variance Extracted (AVE) for each construct is greater than its correlations with other constructs, indicating satisfactory discriminant validity. Specifically, Sustainable Marketing Strategies (0.849), Career Development Opportunities (0.860), Employee Productivity (0.855), and Customer Loyalty (0.858) each exhibit diagonal values that exceed their corresponding inter-construct correlations. The highest correlation was observed between Employee Productivity and Customer Loyalty (0.752), followed by Career Development Opportunities and Employee Productivity (0.721), while all correlations remained below the respective square root AVE values. These results confirm that each construct is empirically distinct and measures a unique concept, demonstrating that the measurement model possesses adequate discriminant validity.

4.3 Structural Model Assessment (Inner Model)

4.3.1 Coefficient of Determination (R^2)

The coefficient of determination (R^2) results indicate that the proposed model possesses strong explanatory power. Employee Productivity achieved an R^2 value of 0.653, indicating that Sustainable Marketing Strategies and Career Development Opportunities jointly explain 65.3% of the variance in Employee Productivity, which can be classified as moderate to substantial explanatory power. Meanwhile, Customer Loyalty recorded an R^2 value of 0.712, demonstrating that Sustainable Marketing Strategies, Career Development Opportunities, and Employee Productivity collectively explain 71.2% of the variance in Customer Loyalty. According to commonly accepted SEM-PLS guidelines, this value reflects substantial explanatory power, suggesting that the model is effective in predicting customer loyalty and that the selected variables make a significant contribution to explaining variations in both endogenous constructs.

4.3.2 Predictive Relevance (Q^2)

The predictive relevance assessment using the Q^2 statistic demonstrates that the structural model has satisfactory predictive capability. Employee Productivity achieved a Q^2 value of 0.469, while Customer Loyalty recorded a Q^2 value of 0.518. Since both values are greater than zero, the results confirm that the model possesses adequate predictive relevance and is capable of accurately predicting the endogenous constructs. Furthermore, the relatively high Q^2 values indicate that Sustainable Marketing Strategies, Career Development Opportunities, and Employee Productivity contribute meaningfully to the model's predictive performance, supporting the robustness and practical usefulness of the proposed research framework.

4.3.3 Effect Size (f^2)

Table 5. Effect Size Results

Relationship	f^2	Interpretation
--------------	-------	----------------

SMS → EP	0.214	Medium
CDO → EP	0.326	Medium-Large
SMS → CL	0.177	Medium
CDO → CL	0.091	Small
EP → CL	0.358	Large

Table 5 presents the effect size (f^2) results, which indicate the relative contribution of each exogenous variable to the endogenous constructs. The findings show that Sustainable Marketing Strategies have a medium effect on Employee Productivity ($f^2 = 0.214$) and Customer Loyalty ($f^2 = 0.177$). Career Development Opportunities demonstrate a medium-to-large effect on Employee Productivity ($f^2 = 0.326$), suggesting a substantial contribution to improving employee performance, while their effect on Customer Loyalty is relatively small ($f^2 = 0.091$). Among all relationships, Employee Productivity exhibits the largest effect on Customer Loyalty ($f^2 = 0.358$), indicating that employee performance plays a crucial role in shaping customer loyalty.

4.4 Hypothesis Testing

Bootstrapping with 5,000 subsamples was conducted to evaluate the significance of the proposed hypotheses.

Table 6. Path Coefficients and Hypothesis Testing

Hypothesis	Relationship	β	T-Statistic	P-Value	Result
H1	SMS → EP	0.382	5.961	0.000	Supported
H2	CDO → EP	0.467	7.234	0.000	Supported
H3	SMS → CL	0.291	4.386	0.000	Supported
H4	CDO → CL	0.177	2.574	0.010	Supported
H5	EP → CL	0.431	6.832	0.000	Supported

Table 6 presents the results of the path coefficient analysis and hypothesis testing. The findings indicate that all proposed hypotheses are supported, as each relationship achieved a T-statistic greater than 1.96 and a p-value below 0.05. Sustainable Marketing Strategies have a positive and significant effect on Employee Productivity ($\beta = 0.382$; $T = 5.961$; $p = 0.000$), supporting H1. Career Development Opportunities also positively and significantly influence Employee Productivity ($\beta = 0.467$; $T = 7.234$; $p = 0.000$), supporting H2, and represent the strongest predictor of Employee Productivity. Furthermore, Sustainable Marketing Strategies positively affect Customer Loyalty ($\beta = 0.291$; $T = 4.386$; $p = 0.000$), supporting H3, while Career Development Opportunities have a positive and significant effect on Customer Loyalty ($\beta = 0.177$; $T = 2.574$; $p = 0.010$), supporting H4. Finally, Employee Productivity demonstrates the strongest positive influence on Customer Loyalty ($\beta = 0.431$; $T = 6.832$; $p = 0.000$), supporting H5. These results suggest that both sustainable marketing and career development initiatives contribute significantly to enhancing employee productivity and customer loyalty, with employee productivity serving as a particularly important driver of customer loyalty.

Discussion

The results reveal that Sustainable Marketing Strategies significantly influence Employee Productivity. This finding indicates that employees working in organizations that actively implement sustainability-oriented marketing initiatives tend to demonstrate higher levels of productivity. One possible explanation is that sustainable marketing activities create a stronger sense of organizational purpose and social contribution. Employees may feel more motivated and engaged when they perceive that their organization contributes positively to society and the environment [14], [38]. This finding supports Stakeholder Theory, which argues that organizations addressing

broader stakeholder interests can generate favorable outcomes not only for external stakeholders but also for internal stakeholders such as employees.

Career Development Opportunities show the strongest effect on Employee Productivity. This result demonstrates that employees who perceive greater opportunities for professional growth, training, promotion, and skill development tend to perform their tasks more effectively and efficiently. The finding is consistent with Human Capital Theory, which explains that investment in employee knowledge, skills, and competencies can improve individual and organizational performance. Employees are more likely to exert greater effort when they believe their organization supports their long-term career aspirations [15], [26]. Therefore, structured career development programs can serve as an important managerial instrument for improving workforce productivity.

The analysis also indicates that Sustainable Marketing Strategies positively affect Customer Loyalty. This finding suggests that customers increasingly value organizations that demonstrate genuine commitments to environmental responsibility, ethical behavior, and social sustainability. Sustainable marketing initiatives can strengthen customer trust, improve corporate reputation, and create stronger emotional attachment between customers and organizations [1], [2]. As a result, customers are more likely to engage in repeat purchases, recommend the organization to others, and maintain long-term relationships. This finding supports Relationship Marketing Theory, which emphasizes the importance of trust, value alignment, and long-term relationship building in fostering customer loyalty.

Career Development Opportunities also significantly influence Customer Loyalty, although the effect is smaller compared to other relationships. This result indicates that investments in employee development can extend beyond internal organizational outcomes and contribute to better customer experiences. Employees who receive adequate training, mentoring, and career development support are generally more competent, motivated, and confident in serving customers. Improved employee capability can enhance service quality, responsiveness, and problem-solving ability, which subsequently increase customer satisfaction and loyalty [50], [51]. Thus, career development should not only be viewed as an internal human resource strategy but also as an indirect contributor to customer relationship management.

Employee Productivity demonstrates the strongest direct influence on Customer Loyalty. This finding highlights the critical role of employees in shaping customer perceptions and experiences, particularly in service-oriented business environments. Productive employees are more capable of delivering faster, more accurate, and higher-quality services, which directly contribute to customer satisfaction and long-term loyalty. The result supports the Service-Profit Chain framework, which proposes that employee performance serves as a foundation for customer satisfaction, loyalty, and organizational success. Moreover, the large effect size confirms that Employee Productivity functions as a key mechanism linking organizational practices to customer outcomes, suggesting that companies seeking to strengthen customer loyalty should prioritize both employee performance improvement and supportive strategic initiatives.

CONCLUSION

This study examined the influence of Sustainable Marketing Strategies and Career Development Opportunities on Employee Productivity and Customer Loyalty among organizations operating in Jakarta. The findings demonstrate that both Sustainable Marketing Strategies and Career Development Opportunities positively and significantly influence Employee Productivity and Customer Loyalty, indicating that organizations that prioritize sustainability-oriented marketing practices and employee development initiatives are more likely to achieve superior organizational outcomes. Sustainable marketing practices enhance stakeholder relationships, strengthen organizational reputation, and foster customer loyalty, while career development opportunities improve employee competencies, motivation, and performance. Furthermore, Employee Productivity was found to have a significant positive effect on Customer Loyalty and

emerged as the strongest predictor within the structural model, highlighting the critical role of employees in delivering service quality and creating positive customer experiences. Overall, the results suggest that organizations seeking sustainable growth and competitive advantage should adopt an integrated approach that combines sustainability-oriented marketing strategies with comprehensive employee development programs. Theoretically, this study contributes to the literature by integrating external and internal organizational perspectives within a single framework explaining Employee Productivity and Customer Loyalty, while practically providing guidance for organizations to leverage sustainability and human capital development as complementary drivers of long-term performance. Future studies are encouraged to incorporate larger samples, broader industrial sectors, additional mediating or moderating variables, and wider geographical coverage to further validate and extend these findings.

REFERENCES

- [1] R. Prasad and A. Mondal, *Determinants of SMEs' financial performance in an emerging economy: an econometric view*, vol. 5, no. 9. Springer International Publishing, 2025. doi: 10.1007/s43546-025-00890-z.
- [2] H. F. Haba, C. Bredillet, and O. Dastane, "Green consumer research: Trends and way forward based on bibliometric analysis," *Clean. Responsible Consum.*, vol. 8, p. 100089, 2023, doi: <https://doi.org/10.1016/j.clrc.2022.100089>.
- [3] A. Pacevičiūtė and I. Razbadauskaitė-Venskė, "The role of green marketing in creating a sustainable competitive advantage," *Reg. Form. Dev. Stud. J. Soc. Sci.*, no. 2, pp. 89–98, 2023.
- [4] P. N. T. Trang, A. N. Hanh Le, L. P. Tan, and J. M. Sung Cheng, "Sustainable Marketing Management: Using Bibliographic Coupling to Review the State-Of-The-Art and Identify Future Research Prospects," *J. Business-to-bus. Mark.*, vol. 30, no. 1, pp. 63–85, 2023.
- [5] V. Mohammed and A. Razé, "Towards Sustainable Fashion Consumption: An Exploratory Study of Consumer Behavior in a Developing Country," *J. Sustain. Mark.*, vol. 4, no. 1, pp. 90–109, 2023.
- [6] D. Oana, "Applying sustainable marketing strategies—the key to obtaining competitive advantages on the industrial products market," *Stud. Bus. Econ.*, vol. 9, pp. 21–28, 2014.
- [7] A. T. Febrina, A. Maulana, and A. Rosa, "The Effect of Price and Product Quality on Purchase Decisions with Brand Image as an Intervening Variable in The Lahat Coffee Monologue Product," *J. Res. Soc. Sci. Econ. Manag.*, vol. 4, no. 10, pp. 1375–1392, 2025, doi: 10.59141/jrssem.v4i10.849.
- [8] I. Krisnawati, I. A. Ubaidi, H. Rais, and R. L. Batu, "Strategi Digital Marketing dalam Perdagangan Hasil Tani untuk Meningkatkan Pendapatan Kabupaten Karawang," *J. Ilm. Ekon. Glob. Masa Kini*, vol. 10, no. 2, p. 70, 2019, doi: 10.36982/jiegm.v10i2.838.
- [9] S. I. Yu, "MODERN DIRECTIONS OF EDUCATIONAL WORK WITH CONSUMERS ON THE PART OF PORK PRODUCERS BASED ON THE 'TRANSPARENT PIG FARM' CONCEPT," *Sib. J. Life Sci. Agric.*, vol. 14, no. 4, pp. 242–259, 2022.
- [10] K. Riviera and P. Fauzi, "How Consumers Perceive Towards Traditional or Modern Markets Proven by Consumer Preference Logistic Regression," *J. Ekon. Pembang.*, vol. 21, no. 02, pp. 137–152, 2022.
- [11] D. V. Torani, A. Suryantini, and Irham, "Factors Influenced Farmer's Willingness to Continue Semi Organic Shallot Farming in Bantul District, Daerah Istimewa Yogyakarta," *IOP Conf. Ser. Earth Environ. Sci.*, vol. 1005, no. 1, 2022, doi: 10.1088/1755-1315/1005/1/012028.
- [12] V. A. Bepalko, E. V. Veklova, S. N. Diyanova, and A. Y. Shtezel, "Competitive strategies of modern enterprises: Definition, content and results," *Eur. Res. Stud. J.*, vol. 21, no. 2, pp. 841–851, 2018.
- [13] B. W. Respati, M. Ihwanudin, and M. Kurniawati, "Pengaruh Kualitas Kehidupan Kerja dan Keseimbangan Kehidupan Kerja Terhadap Performa Karyawan: Peran Mediasi Kepuasan Kerja," *J. Manajerial*, vol. 10, no. 02, p. 179, 2023, doi: 10.30587/jurnalmanajerial.v10i02.5363.
- [14] G. R. Nagiah and N. Mohd Suki, "Linking environmental sustainability, social sustainability, corporate reputation and the business performance of energy companies: insights from an emerging market," *Int. J. Energy Sect. Manag.*, 2024, doi: 10.1108/IJESM-06-2023-0003.
- [15] A. Ramachandran and D. C. V. K. Prasad, "Factors associated with employee retention," *Int. J. Res. Hum. Resour. Manag.*, vol. 4, no. 2, pp. 21–24, 2022, doi: 10.33545/26633213.2022.v4.i2a.109.
- [16] L. Jena and U. Nayak, "Organizational career development and retention of millennial employees: role of job satisfaction, organizational engagement and employee empowerment," *Int. J. Organ. Theory Behav.*, no. ahead-of-print, 2023.
- [17] B. I. J. M. Van der Heijden and A. B. Bakker, "Toward a mediation model of employability enhancement: A study of employee-supervisor pairs in the building sector," *Career Dev. Q.*, vol. 59, no. 3, pp. 232–248, 2011.
- [18] S. A. P. Nyoman, "Analysis Of the Importance of Training and Career Development on Employee Performance," *J. Bisnisman Ris. Bisnis dan Manaj.*, vol. 6, no. 2, pp. 257–268, 2024.
- [19] J. E. FoEh and D. P. Anggoro, "Pengaruh Citra Merek, Kualitas Produk, Dan Promosi Terhadap Loyalitas Konsumen Dengan Kepuasan Konsumen Sebagai Variabel Intervening Pada Produk Indomie Di Superindo Kecamatan Babelan, Kabupaten Bekasi," *Ultim. Manag. J. Ilmu Manaj.*, vol. 14, no. 2, pp. 258–275, 2022, doi:

- 10.31937/manajemen.v14i2.2858.
- [20] S. R. Sasongko, "Factors of customer satisfaction and customer loyalty (marketing management literature review)," *J. Appl. Manag. Sci.*, vol. 3, no. 1, pp. 104–114, 2021.
- [21] S. Khairawati, "Effect of customer loyalty program on customer satisfaction and its impact on customer loyalty," *Int. J. Res. Bus. Soc. Sci. (2147-4478)*, vol. 9, no. 1, pp. 15–23, 2019, doi: 10.20525/ijrbs.v9i1.603.
- [22] T. I. Ijomah, C. Idemudia, N. L. Eyo-Udo, and K. F. Anjorin, "Innovative digital marketing strategies for SMEs: Driving competitive advantage and sustainable growth," *Int. J. Manag. Entrep. Res.*, vol. 6, no. 7, pp. 2173–2188, 2024.
- [23] M. M. Sabbir, K. M. R. Taufique, and M. Nomi, "Consumers' reverse exchange behavior and e-waste recycling to promote sustainable post-consumption behavior," *Asia Pacific J. Mark. Logist.*, vol. 35, no. 10, pp. 2484–2500, 2023, doi: 10.1108/APJML-07-2022-0647.
- [24] N. W. Setyawati, D. S. W. PG, and M. R. Rianto, "Career Development, Motivation and Promotion on Employee Performance," *East Asian J. Multidiscip. Res.*, vol. 1, no. 9, pp. 1957–1970, 2022.
- [25] J. Mazanec, "Corporate Volunteering as a Current Phenomenon in Corporate Social Responsibility to Support the Career Development and Professional Skills of Employees during the COVID-19 Pandemic: A Case Study of the Slovak Republic," *Sustainability*, vol. 14, no. 7, p. 4319, 2022.
- [26] V. Kuzmin, T. Gaivoronska, T. Khitrova, D. Velykzhanina, O. KAZANNIKOVA, and M. Kuzmina, "Communicative and Psychological Aspects of Professional Career Development: Exploring the Differences," *Rev. Cercet. si Interv. Soc.*, vol. 81, 2023.
- [27] T. W. H. Ng, F. H. K. Yim, H. Chen, and Y. Zou, "Employer-sponsored career development practices and employee performance and turnover: A meta-analysis," *J. Manage.*, p. 01492063221125143, 2022.
- [28] D. Astuti, "Pengaruh Employee Engagement Terhadap Kinerja Karyawan yang di Mediasi Kepuasan Kerja," *J. Ekon. dan Bisnis*, vol. 11, no. 4, p. 623, 2022.
- [29] N. Ribeiro, A. P. Duarte, and R. Filipe, "How authentic leadership promotes individual performance: Mediating role of organizational citizenship behavior and creativity," *Int. J. Product. Perform. Manag.*, vol. 67, no. 9, 2018, doi: 10.1108/IJPPM-11-2017-0318.
- [30] C. Diaz, E. Dizon, J. Rodriguez, and C. Bragas, "WORK FROM HOME (WFH) ARRANGEMENT: IMPACT ON EMPLOYEE PRODUCTIVITY AMONG BPO EMPLOYEES," *Sachetas*, vol. 2, no. 1, pp. 48–59, 2023.
- [31] P. B. Vicramaditya, "Pengaruh E-Service Quality, Kualitas Informasi dan Perceived Value terhadap Loyalitas Pelanggan melalui Kepuasan Pelanggan Grabbike," *J. Bus. Bank.*, vol. 10, no. 2, p. 325, 2021, doi: 10.14414/jbb.v10i2.2379.
- [32] M. H. Riaz, M. H. Ahmed, and D. S. Akhtar, "The Role of Social Media Marketing on Building Brand Equity (An Insight of Fast Food Industry of Pakistan)," *Int. J. English Lit. Soc. Sci.*, vol. 4, no. 2 SE-Articles, Oct. 2019.
- [33] P. Hayuningtyas, "The impact of marketing mix on customer satisfaction and customer loyalty on aqua products," *Ekspektra J. Bisnis dan Manaj.*, vol. 4, no. 2, pp. 83–103, 2020.
- [34] R. Sholeh and K. Huda, "Pengaruh Kemajuan Teknologi Terhadap Volume Pejualan Ritel Di Kota Mojokerto," *Optima*, vol. 3, no. 1, 2019, doi: 10.33366/optima.v3i1.1253.
- [35] M. Berliana, N. Siregar, and H. Dwi Gustian, "International Review of Management and Marketing The Model of Job Satisfaction and Employee Performance," *Int. Rev. Manag. Mark.*, vol. 8, no. 6, pp. 41–46, 2018.
- [36] A. Hendrawan, H. Suchayowati, K. Cahyandi, Indriyani, and A. Rayendra, "Pengaruh Marketing Digital Terhadap Kinerja Penjualan Produk UMKM Asti Gauri di Kecamatan Bantasari Cilacap," *J. Adm. dan Kesekretarisan*, vol. 4, no. 1, pp. 53–60, 2019.
- [37] J. A. Ottman, *The new rules of green marketing: Strategies, tools, and inspiration for sustainable branding*. Berrett-Koehler Publishers, 2011.
- [38] Sajad Ahmad Bhat and Priyanka Patni, "A review: Impact of motivation and toxic work around job culture," *World J. Adv. Res. Rev.*, vol. 17, no. 3, pp. 747–751, 2023, doi: 10.30574/wjarr.2023.17.3.0463.
- [39] D. Singh, "A Literature Review on Employee Retention with Focus on Recent Trends," *Int. J. Sci. Res. Sci. Eng. Technol.*, vol. 6, no. 1, pp. 425–431, 2019, doi: 10.32628/ijrsr195463.
- [40] R. L. Mathis and J. H. Jackson, *Human Resource Management: Personnel Human Resource Management*, vol. 13, no. January 2019. 2016.
- [41] J. I. Obazea and S. A. B. Samikon, "The Effects of Career Development, Compensation and Engagement on Employee Retention: A Survey of Entry-Level Employees in Nigeria Commercial Banks," *Int. J. Acad. Res. Bus. Soc. Sci.*, vol. 12, no. 12, pp. 301–312, 2022, doi: 10.6007/ijarbss/v12-i12/14365.
- [42] K. T. Mahesh and M. Sharma, "Integration of Sustainability in Business through Finance," in *Sustainable Marketing and Customer Value*, Routledge, 2022, pp. 300–308.
- [43] S. Agarwal, P. Kokatnur, and A. Prabhakar, "A Study to Understand the Behaviour of Indian Consumers towards the Sustainable Attributes of Hotel Industry," in *Sustainable Marketing and Customer Value*, Routledge, 2022, pp. 160–166.
- [44] D. Budiman, A. Ardhiyansyah, and U. N. Putra, "The Effect of Employee Engagement, Marketing Capability and Innovation on Sustainable Customer Loyalty among MSMEs Customers in Indonesia," vol. 6, no. 2, pp. 96–108, 2023.
- [45] G. K. Amoako, J. K. Doe, and R. K. Dzogbenuku, "Perceived firm ethicality and brand loyalty: the mediating role of corporate social responsibility and perceived green marketing," *Soc. Bus. Rev.*, vol. 16, no. 3, pp. 398–419, 2020, doi: 10.1108/SBR-05-2020-0076.
- [46] A. D. A. Tasci, "A critical review and reconstruction of perceptual brand equity," *Int. J. Contemp. Hosp. Manag.*, vol. 33, no. 1, pp. 166–198, 2021, doi: 10.1108/IJCHM-03-2020-0186.

- [47] N. Bhanot, "Role of Influencer Marketing in Consumer Purchase Decisions: A Bibliometric Analysis and Discourse," *Interantional J. Sci. Res. Eng. Manag.*, vol. 08, no. 04, pp. 1–5, 2024, doi: 10.55041/ijsrem31438.
- [48] R. Handayani, E. Besra, and Syarizal, "The Influence of Service Quality, Customer Orientation of Service Employees and Perceived Price on Customer Loyalty with Customer Satisfaction as Mediation," *J. Econ. Financ. Manag. Stud.*, vol. 07, no. 05, pp. 2307–2314, 2024, doi: 10.47191/jefms/v7-i5-04.
- [49] B. Al Kurdi, M. Alshurideh, and A. Alnaser, "The impact of employee satisfaction on customer satisfaction: Theoretical and empirical underpinning," *Manag. Sci. Lett.*, vol. 10, no. 15, pp. 3561–3570, 2020, doi: 10.5267/j.msl.2020.6.038.
- [50] P. T. Rajakumar and R. Yasodha, "Employee competency and understanding capability in gear manufacturing companies in Coimbatore, Tamil Nadu," *Asian J. Manag.*, vol. 14, no. 2, pp. 113–117, 2023.
- [51] J. Fu, "Role of social media to improve job performance with mediating role of transactive memory capability and employee creativity," *PLoS One*, vol. 19, no. 7, p. e0307292, 2024.