



The Influence of Career Development on Organizational Citizenship Behavior with Employee Engagement as a Mediating Variable (Study on Employees of Vila Lumbung Hotel)

Anak Agung Kompyang Bagus Januartha*¹, Wayan Gede Supartha²

^{1,2}Management Study Program at the Faculty of Economics and Business, Universitas Udayana, Indonesia

Address: Jl. Raya Campus Unud, Jimbaran, South Kuta, Badung-Bali, Indonesia

Author Correspondence : gngbgs16@gmail.com*

Abstract. *The organization will be successful if employees do not only do their main tasks but are also willing to do extra tasks, such as working together, helping each other, giving advice, participating actively, providing extra services to service users, and using their working time effectively. The purpose of this study is to explain the influence of career development on organizational citizenship behavior; the influence of career development on employee engagement; the influence of employee engagement on organizational citizenship behavior; and the role of employee engagement in mediating the influence of career development on organizational citizenship behavior of Hotel Vila Lumbung employees. The sampling method in this study was saturated sampling. The sample involved in the study was 58 people. The analysis techniques used were path analysis, Sobel test and VAF test. The results of the study showed that career development had a positive and significant effect on organizational citizenship behavior; career development had a positive and significant effect on employee engagement; employee engagement had a positive and significant effect on organizational citizenship behavior; employee engagement was able to fully mediate the influence of career development on organizational citizenship behavior. The practical implications of this study are able to provide practical contributions as considerations for Hotel Vila Lumbung management in improving career development and employee engagement so as to improve the organizational citizenship behavior of Hotel Vila Lumbung employees.*

Keywords: *Organizational citizenship behavior; career development; employee engagement*

1. INTRODUCTION

Human resources are one of the important drivers of an organization where the human aspect plays a role as a planner and active actor in various activities for a company and in today's competitive era, companies have realized that only by developing the human resources they have will they become an important asset for the company (Yusra et al., 2019). Every company tries to get productive human resources to support the effectiveness of a better company, so special attention is needed to factors that can improve employee behavior that can have a positive impact on the company to achieve and realize the targets or goals of a company. (Wulandari & Yuniawan, 2017).

An organization will be successful if employees not only carry out their main tasks but are also willing to carry out extra tasks, such as working together, helping each other, giving advice, participating actively, providing extra services to service users, and using their working time effectively. (Suryaman & Bayudhirgantara, 2020). Extra behavior or actions that exceed the role descriptions specified in an organization or company are called organizational

citizenship behavior (OCB).(Fuad et al., 2020). OCB or also known as extra-role behavior is behavior that employees have in carrying out work that is voluntary or not related to the formal reward system provided by the company, and is able to encourage increased effectiveness in an organization.(Izha et al., 2022). OCB behavior is not an obligation written in a formal job description and is separate from a binding contract with the organization, but rather is the choice of each individual so that OCB has a free and explicit nature.(Izha et al., 2022). Organizations certainly want human resources who have OCB to improve their performance.(Shofiyuddin et al., 2021). One of the efforts made by the company in order to increase employee OCB is by paying attention to factors that encourage OCB such as job satisfaction, leadership, organizational culture, relationships with coworkers, education and training and social support (Putra & Sudibya, 2018).

One of the factors that influence Organizational Citizenship Behavior is career development. Career development is an employee's self-development activity to plan a planned future career. (Pratama & Pasaribu, 2020). Career development aims to be a planning program related to improving individual work capabilities with the aim of helping employees develop themselves to the maximum.(Nazirah et al., 2021). Career development can be measured by indicators, namely fair treatment in career, concern from direct superiors, information about various promotion opportunities, interest in being promoted and level of satisfaction.(Putra et al., 2022). Employees will be engaged if the company can provide support in employee career development. One form of support from the company is through a career development system. An effective career development program is part of a coherent HR strategy that can realize the goals of an organization.(Saragih et al., 2022).

HR strategies in realizing organizational goals can be seen from employee engagement or employee attachment.(Setyati & Utari, 2023). With high engagement from employees, they will indirectly have an emotional bond with their work. Thus, the quality of work produced will be better. Employee Engagement can be seen from employees who have high mental resilience and energy and also have a strong desire to try harder for the progress of the organization so that it will also have an impact on the high level of employee loyalty, and reduce the possibility of them leaving the organization.(Fuad et al., 2020). Employee Engagement can be considered as one of the many determining factors of organizational success.(Cindy Chandra, 2018).

Organizational Citizenship Behavior plays an important role especially for the service industry, so this research was conducted at Hotel Vila Lumbung. Hotel Vila Lumbung is a hotel with the concept of "Balinese Style Boutique Resort" located in Seminyak, Badung, Bali. Hotel

Vila Lumbung began operating in 1996 and experienced several management changes in 2014. Hotel Vila Lumbung is a 4-star hotel with a total of 70 rooms with a traditional building design, namely "Lumbung Padi" with a traditional roof called "Sirap". Hotel Vila Lumbung is expected to have employees who have extra-role behavior or what is called Organizational Citizenship Behavior in working in order to survive the tight competition in the hotel accommodation industry in Bali.

The results of the pre-survey regarding the Organizational Citizenship Behavior (OCB) of Hotel Vila Lumbung employees can be seen in Table 1

Table 1. Pre-Survey of 15 Employees of Vila Lumbung Hotel

No	Statement	Employee (People)					Amount
		Answer					
		STS	TS	N	S	SS	
1.	I am willing to provide assistance to other employees whose work is more difficult.	0	7	3	4	1	15
2.	I don't like complaining at work	0	10	3	2	0	15
3.	I am willing to work beyond the specified time	0	0	4	10	1	15
4.	I don't cause problems with other employees	0	0	1	6	8	15
5.	I always obey the company rules even though no one is supervising me.	0	6	1	3	5	15

Table 1 data shows that most of the employees who were respondents in the pre-survey conducted stated that they disagreed (TS) with the statement item "I am willing to provide assistance to other employees whose work is harder, I do not like to complain at work and I always obey company regulations even though no one is supervising" which was submitted regarding OCB behavior. The results of the pre-survey indicated that there was a lack of OCB behavior possessed by Hotel Vila Lumbung employees. Based on the results of interviews conducted with 15 employees of Hotel Vila Lumbung, specifically employees in the Accounting, Front Office, F&B Product, F&B Service, Spa, HR coordinator, Security, Engineering and Housekeeping departments, it showed that there was still a lack of employee initiative in helping colleagues who had heavier work, employees prioritized their respective jobs and responsibilities, employees should be able to help each other but in reality some employees preferred to finish their work first, and employees would help their colleagues if they had finished their work and only if the situation was urgent.

Other problems also arise such as complaining and lack of compliance with company regulations. Complaints felt by employees arise because some employees are burdened with excessive work resulting in high responsibilities that must be completed, such as in the housekeeping department which has a job description, one of which is responsible for cleaning rooms and hotel areas every day, of course the large number of guest changes causes employees in this department to have to work extra every day. Not only prioritizing their respective jobs and complaining about working, the results of the interview also showed that some employees did not always comply with the regulations in this hotel such as arriving late and excessive break times that did not comply with the rules that had been determined. The results of the interview indicated that this problem arose because the characteristics of each individual were different so that the initiative to do work or help coworkers was not the same for each individual, this has a very direct influence on OCB in hotel employees, which of course is in contrast to the OCB indicators mentioned by Organ et al., (2006), namely altruism, courtesy, sportsmanship, conscientiousness and civic virtue.

The importance of building OCB behavior in a company cannot be separated from how much employees are aware of giving their best abilities to the company. When employees are already bound or engaged in the company where they work, employees will have a high awareness of the company and are willing to play an extra role in their performance towards the company. Employees who feel appreciated will be more active in doing their jobs. One form of appreciation is through the career ladder obtained and related to work achievements and employee loyalty to the organization. As for the job promotions that have been given to employees of the Vila Lumbung Hotel, such as in 2022 there were 5 employee promotions, namely from the Daily Worker position to Staff, in 2023 there were 9 employee promotions, namely 6 employees from Daily Workers to Staff, 2 employees from Staff to Supervisor, 1 employee from Supervisor to Head of Department and in 2024 there were 2 employee promotions, including 1 from Daily Worker to Staff and 1 more from Staff to Supervisor. This career ladder should be a consideration for other employees in carrying out OCB behavior and being engaged with the company to determine their future careers.

The theory underlying this research is the social exchange theory first proposed by George C Homans and developed by Peter Blau (1964). Initially this theory was only associated with relationships between individuals, then developed by Blau to be broader, namely between individuals and groups. This theory is based on increasingly close relationships to mutual trust, loyalty, and mutual commitment between the two parties. (Wylezalek, 2021). Social exchange theory is the view of employees that when they have been treated well by an organization, they

tend to reciprocate the favor to the organization by behaving and acting more positively.(Ulfi et al., 2020). Social exchange theory states that when employees are satisfied with their work, they will reciprocate, the reciprocation from employees includes a strong sense of belonging to the organization and behavior such as *Organizational Citizenship Behavior* (The Great et al., 2019).

Previous research related to career development *organizational citizenship behavior* has also been done by Indryani & Ardana, (2019) and Fitri et al, (2021) proving that career development has a significant positive effect on organizational citizenship behavior. If career development in an organization is high, then the organizational citizenship behavior of members of the organization will also be high. In contrast to research conducted by Antonius, (2015) stated that career development has a negative and significant influence on organizational citizenship behavior.

Study Sarah & Maryam (2023) shows that there are several factors that influence *Organizational Citizenship Behavior* one of them is employee engagement. Research Masharyono et al., (2021) and Fuad et al., (2020) shows that employee engagement has a significant positive effect on *organizational citizenship behavior*, however, research by Rich et al. (2010) found that employee engagement had a negative and significant effect on *organizational citizenship behavior*.

Study Wulandari & Yuniawan, (2017), Indryani & Ardana, (2019), And Farida, (2020) shows the results that career development has a significant positive effect on organizational citizenship behavior through employee engagement as a mediating variable. This means that with employee engagement, it will strengthen the relationship between career development and organizational citizenship behavior.

The existence of a previous research gap requires research to dig deeper into the relationship and relationship between variables found in previous studies. With career development, organizational citizenship behavior, and employee engagement applied to all employees of Hotel Vila Lumbung, further research is needed to determine whether there is an influence on organizational citizenship behavior as a whole as in the initial survey and quantitative measurements need to be taken on this. Therefore, the researcher conducted a study entitled "The Effect of Career Development on Organizational Citizenship Behavior with Employee Engagement as a Mediating Variable in the Study of Employees of Hotel Vila Lumbung".

2. RESEARCH METHODS

The research design used a quantitative approach with an associative method. Sugiyono (2019) defines quantitative research as a research method based on the philosophy of positivism, used to research a specific population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing the established hypothesis. Sugiyono (2019) defines associative research as a formulation of a research problem that is intended to ask about the relationship between two or more variables. In this study, the associative research method is used to identify the extent to which the independent variables consisting of career development (X) influence the dependent variable, namely organizational citizenship behavior (Y) through the mediating variable, namely employee engagement (Z).

This study uses a questionnaire as a research instrument that contains questions to be answered by respondents. The questionnaire in this study consists of self-identity, age, gender, last education, length of service, and statements related to the variables studied. The distribution of this questionnaire was carried out using a google form which was submitted to Hotel Management and later distributed to employees of the Vila Lumbung Hotel who were the research samples. The research instrument refers to the Likert scale which is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. The Likert scale uses a range of values 1 to 5 with a score (Sugiyono, 2019). The sampling method in this study is saturated sampling. The sample involved in the study was 58 people. The analysis techniques used were path analysis, sobel test and vaf test.

3. RESULTS AND DISCUSSION

Inferential Statistical Analysis Results

Path Analysis

The data analysis technique used in this study is the path analysis technique. Path analysis is an analysis technique to test causal relationships between variables presented in graphical format (Suyana Utama, 2016:159). The basis for calculating the path coefficient is correlation and regression analysis. The calculation is carried out using SPSS software version 25. The steps in testing the hypothesis that has been formulated with path analysis are as follows.

Formulating Hypotheses and Structural Equations

In this study, there are four hypotheses and two structural equations that will be tested using path analysis. The structural equation hypotheses are as follows.

- (1) Career development (X) influences organizational citizenship behavior (OCB) (Y).
- (2) Career development (X) influences employee engagement (Z)
- (3) *Employee engagement*(Z) influences organizational citizenship behavior (OCB) (Y)
- (4) Career development (X) influences organizational citizenship behavior (OCB) (Y) through employee engagement (Z)

Based on the hypothesis that has been formulated, Structural Equation 1 can be formulated as follows.

$$Z = \beta_2 X + e_1 \dots\dots\dots(1)$$

Structural Equation 2 can be formulated as follows.

$$Y = \beta_1 X + \beta_3 Z + e_2 \dots\dots\dots(2)$$

Table 2. Results of Path Analysis on Structural 1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,954	5.381		0.363	0.718
	Career development (X)	1,731	0.165	0.814	10,474	0.000
R2 : 0.662						

Source: Appendix 7, Primary data, processed, 2024

HaBased on the path analysis in Table 2, the Structural equation 1 that is formed is

$$Z = \beta_2 X + e_1$$

$$Z = 0.814X + e_1$$

The structural equation can be interpreted that the career development variable has a coefficient of 0.814 which indicates that the career development variable has a positive influence on employee engagement. This means that if career development is getting better, employee engagement will also increase, and vice versa.

Table 3. Results of Path Analysis on Structural 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,418	2,557		2,901	0.005
	Career development (X)	0.359	0.135	0.138	2,657	0.010
	<i>Employee engagement</i> (Z)	1,049	0.063	0.859	16,541	0.000
R2 : 0.950						

Source: Appendix 7, Primary data, processed, 2024

The results of the path analysis in Table 3, the Structural Equation 2 formed is as follows.

$$Y = \beta_1 X + \beta_3 Z + e_2$$

$$Y = 0.138X + 0.859Z + e_2$$

The career development variable has a coefficient of 0.138, indicating that the career development variable has a positive influence on organizational citizenship behavior (OCB). This means that if career development improves, organizational citizenship behavior (OCB) will also increase, and vice versa. The employee engagement variable has a coefficient of 0.859, indicating that the variable has a positive influence on organizational citizenship behavior (OCB). This means that if the employee engagement variable increases, organizational citizenship behavior (OCB) will also increase, and vice versa.

Path coefficient diagram form

(1) Direct effect

- a) The influence of the career development variable (X) on the organizational citizenship behavior (OCB) variable (Y) is 0.138.
- b) The influence of the Career Development variable (X) on Employee engagement (Z) is 0.814.
- c) The influence of the Employee engagement variable (Z) on Organizational citizenship behavior (OCB) (Y) is 0.859.

(2) Indirect effect

The indirect influence of the career development variable (X) on the organizational citizenship behavior (OCB) variable (Y) with the employee engagement variable as a mediator (Z) is $0.814 \times 0.859 = 0.699$.

(3) Total effect

The total influence of Career Development (X) on the Organizational Citizenship Behavior (OCB) variable (Y) through Employee Engagement (Z) is $0.138 + 0.699 = 0.837$.

The results of calculating the error variable values for each structure are as follows.

$$e_1 = \sqrt{1 - R_1^2}$$

$$e_1 = \sqrt{1 - R_1^2} \sqrt{1 - 0.662} = 0.581$$

$$e_2 = \sqrt{1 - R_2^2} \sqrt{1 - 0.950} = 0.223$$

In the calculation of the influence of error (e), the results obtained for the influence of structure error 1 (e1) are 0.581 and the influence of structure error 2 (e2) is 0.223. Next, the total determination coefficient will be calculated as follows:

$$\begin{aligned}
 R^2_m &= 1 - (e_1)^2 - (e_2)^2 \\
 &= 1 - (0.581)^2 - (0.223)^2 \\
 &= 1 - (0.337) - (0.049) \\
 &= 1 - 0.016 \\
 &= 0.984
 \end{aligned}$$

Based on the calculation of the total determination coefficient value, the result is 0.984, so it can be concluded that 98.4 percent of the organizational citizenship behavior (OCB) variables are influenced by career development and employee engagement, while the rest is influenced by other factors of 1.6 percent which are not included in the research model or outside this research model. Based on the description of the structural equation, the results of the path coefficient calculation values are explained as shown through the standardized coefficient beta value for each influence of the relationship between variables.

Calculating Path Coefficients Simultaneously

Based on the results of the path analysis test, the significance coefficient value F is 0.000. A significance value of $0.000 \leq 0.05$ indicates that H0 is rejected and H1 is accepted. This result means that career development and employee engagement have a significant effect on organizational citizenship behavior (OCB).

Calculating Partial Path Coefficients

The testing criteria for explaining the interpretation of the influence between each variable are as follows.

If $\text{sig} \leq 0.05$ then H0 is rejected and Hi is accepted.

If $\text{sig} > 0.05$ then H0 is accepted and Hi is rejected.

1) The influence of career development on organizational citizenship behavior (OCB)

H0: Career development does not have a significant positive effect on organizational citizenship behavior (OCB).

H1: Career development has a significant positive effect on organizational citizenship behavior (OCB).

The results of the study in Table 3 career development has a Beta value of 0.138 and a sig. value of 0.010 on organizational citizenship behavior (OCB), so it can be concluded that H0 is rejected and H1 is accepted because the Sig. value is $0.010 < 0.05$ so that the first hypothesis is accepted. This result means that career development has a significant positive

effect on organizational citizenship behavior (OCB), in other words, the better the career development, the more organizational citizenship behavior (OCB) will increase.

2) The influence of career development on employee engagement

H0: Career development does not have a significant positive effect on employee engagement.

H2 : Career development has a significant positive effect on employee engagement

The results of the study in Table 2 career development has a Beta value of 0.814 and a sig. value of 0.000 on employee engagement, so it can be concluded that H0 is rejected and H2 is accepted because the Sig. value is 0.000 <0.05 so that the second hypothesis is accepted. This result means that career development has a significant positive effect on employee engagement, in other words, the better the career development, the more employee engagement will increase.

3) The influence of employee engagement on organizational citizenship behavior (OCB)

H0: Employee engagement does not have a significant positive effect on organizational citizenship behavior (OCB)

H3 : *Employee engagement* has a significant positive effect on organizational citizenship behavior (OCB)

The results of the study in Table 4.7 employee engagement have a Beta value of 0.859 and a sig. value of 0.000 on organizational citizenship behavior (OCB), so it can be concluded that H0 is rejected and H3 is accepted because the Sig. value is 0.000 <0.05 so that the third hypothesis is accepted. This result means that employee engagement has a significant positive effect on organizational citizenship behavior (OCB), in other words, the higher the employee engagement, the higher the organizational citizenship behavior (OCB) will be.

Summarizing and Concluding

Table 4. Direct Influence, Indirect Influence of Career Development (X), on *Employee engagement (Z) and Organizational citizenship behavior (OCB) (Y)*

Influence of variables	Direct influence	Indirect influence through Z	Total Influence	Significant	Results
X→Z	0.814		0.814	0,000	Significant
Z→Y	0.859		0.859	0,000	Significant
X→Y	0.138	0.699	0.837	0.010	Significant

Source: Processed primary data, 2024

Table 4 displays the summary results regarding the values of each direct and indirect influence path between variables generated through the path analysis technique. The following is an explanation of the meaning of the values in Table 4.

a) The influence of career development on employee engagement

The results of research conducted on employees of Hotel Vila Lumbung regarding the influence of career development on employee engagement have a direct influence of 0.814.

b) The influence of employee engagement on organizational citizenship behavior (OCB)

The results of research conducted at the Vila Lumbung Hotel regarding the influence of employee engagement on organizational citizenship behavior (OCB) had a direct influence of 0.859.

c) The influence of career development on organizational citizenship behavior (OCB)

The results of research conducted at the Vila Lumbung Hotel regarding the influence of career development on organizational citizenship behavior (OCB) had a direct influence of 0.138.

d) *Employee engagement* in mediating the influence of career development on organizational citizenship behavior (OCB)

The results of the study conducted at the Vila Lumbung Hotel regarding the role of employee engagement in mediating the influence of career development on organizational citizenship behavior (OCB), obtained the results that career development has a direct influence on organizational citizenship behavior (OCB) of 0.138 and an indirect influence of 0.699 and a total influence of 0.837.

Classical Assumption Test Results

Normality Test

Table 5. Normality Test Results

Equality	Asymp. Sig. (2-tailed) Kolmogorov-Smirnov Z
Structural 1	0.074
Structural 2	0.200

Source: Appendix 4, Primary data, processed, 2024

The results of the normality test using the One-Sample Kolmogorov-Smirnov Test shown in Table 5 show that the magnitude of Asymp. Sig. (2-tailed) Kolmogorov-Smirnov value is 0.074 and 0.200. The value of Asymp. Sig. (2-tailed) Kolmogorov-Smirnov is greater than the alpha value of 0.05, indicating that the data used in this study is normally distributed, so it can be concluded that the model meets the assumption of normality.

Multicollinearity Test

Table 6. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
Structural 2	Career Development	0.338	2,959
	<i>Employee Engagement</i>	0.338	2,959

Source: Appendix 6, Primary data, processed, 2024

Table 6 shows that there are no independent variables that have a tolerance value ≤ 0.10 and there are also no independent variables that have a VIF value ≥ 10 , so the regression model is free from multicollinearity symptoms.

Heteroscedasticity Test

Table 7. Results of Heteroscedasticity Test

Equality	Model	T	Sig.
Structural 1	<i>Career development</i>	1.213	0.230
	<i>Career development</i>	-0.324	0.747
Structural 2	<i>Employee engagement</i>	0.412	0.682

Source: Appendix 5, Primary data, processed, 2024

Heteroscedasticity testing is carried out using the Glejser method to propose to regress the absolute value of the residual against the independent variable (Ghozali, 2018:142).

Table 7 shows that each model has a significance value that is greater than 0.05. This shows that the independent variables used in this study do not significantly affect the dependent variable, namely absolute error, therefore, this study is free from heteroscedasticity symptoms.

Sobel test

The Sobel test is conducted by testing the strength of the indirect influence of the career development variable (X) on the organizational citizenship behavior (OCB) variable (Y) through employee engagement (Z). The steps in the Sobel test (Suyana Utama, 2016:169) are as follows:

1) Hypothesis formulation

H0: Employee engagement is unable to mediate the influence of career development on organizational citizenship behavior (OCB)

H4: *Employee engagement* able to mediate the influence of career development on organizational citizenship behavior (OCB)

2) Testing criteria

To find out the decision making of hypothesis testing, it is done by comparing the calculated z value with the z table at a real level of alpha 0.05, the testing criteria used are as follows.

z count \leq 1.96 then H0 is accepted, meaning employee engagement is not a mediating variable

z count $>$ 1.96 then H0 is rejected, meaning employee engagement is a mediating variable

3) Test Statistic Calculation

The Sobel test is calculated using the formula below.

$$Z = \frac{ab}{\sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}} Sat$$

Information:

a	=0.814
Sa	= 0,165
b	= 0,859
Sb	= 0,063

The Sobel Test calculation is as follows.

$$Z = \frac{ab}{\sqrt{(b^2 S_a^2) + (a^2 S_b^2) + (S_a^2 S_b^2)}}$$

$$Z = \frac{0,814 \cdot 0,859}{\sqrt{(0,859^2 \cdot 0,165^2) + (0,814^2 \cdot 0,063^2) + (0,165^2 \cdot 0,063^2)}}$$

$$Z = \frac{0,699}{0,151}$$

$$Z = 4,628$$

The results of the Sobel Test show that the results of $Z = 4.628 > 1.96$, which means that career development variables have an effect on organizational citizenship behavior (OCB) with employee engagement mediation, so that employee engagement is a significant mediating variable between career development and organizational citizenship behavior (OCB) in Hotel Vila Lumbung employees so that the fourth hypothesis is accepted.

VAF Test

The role of employee engagement as a mediator of the relationship between career development and organizational citizenship behavior (OCB) is also tested through the VAF test. If the VAF test result is above 80 percent, it can be said that the mediating variable has a

full mediation role. If the VAF test value ranges from 20 to 80 percent, it can be said to be a partial mediator. However, if the VAF test value is less than 20 percent, it can be explained that there is almost no mediation effect. The calculation of the VAF test can be done with the following formula.

$$VAF = \frac{\text{Indirect Influence}}{\text{Total Influence}}$$

$$VAF = 0.83 = 83\% \frac{0,699}{0,837}$$

Based on the calculation results above, a VAF value of 83 percent was obtained, which means that employee engagement fully mediates the influence of career development on organizational citizenship behavior (OCB).

Discussion of Research Results

The influence of career development on organizational citizenship behavior (OCB)

The results of the analysis of the influence of career development on organizational citizenship behavior (OCB) show that career development variables have a positive and significant effect on organizational citizenship behavior (OCB) on employees of Hotel Vila Lumbung. This means that the better the career development, the organizational citizenship behavior (OCB) of employees of Hotel Vila Lumbung increases, so the first hypothesis is accepted.

The results of this study are in line with research Udayani & Sunariani, (2018) stated that career development has a significant positive effect on OCB, this means that the better the career development of The Semaya Ubud employees, the better the OCB of The Semaya Ubud employees. A good career path given to employees towards the company will give rise to relatively positive behavior such as OCB behavior. Yusra et al., (2019) concluded that the increasing career development will increase the OCB of employees of the Central Statistics Agency (BPS) of Aceh Province. In other words, the state of career development has a positive impact on increasing the OCB of employees of the Central Statistics Agency (BPS) of Aceh Province. This finding suggests that assessment and evaluation, formal educational background, training that has been attended, work experience and promotion have an influence on increasing OCB. Similar results were also found by Purwaningtyas, (2023), Yusuf et al., (2023), Nazirah et al., (2021), Putradafta et al., (2022), Suryaman et al., (2020). Fitri et al., (2021), Lutfiyanto et al (2020).

The influence of career development on employee engagement

The results of the analysis of the influence of career development on employee engagement show that career development variables have a positive and significant effect on employee engagement in Hotel Vila Lumbung employees. This means that the better the career development, the more employee engagement in Hotel Vila Lumbung employees will increase, so the second hypothesis is accepted.

The results of this study are in line with research, The Story of Wulandari and Yuniawan (2017) stated that career development has a significant positive effect on employee engagement. This means that the better the career development implemented by the company, the higher the employee engagement of PDAM Tirta Moedal Semarang employees will be. Research presented by Montori et al., (2019) stated that the results of this study's analysis showed that career development had a significant effect on employee engagement. This means that the higher the career development, the better the employee engagement. The results of the analysis show that equal opportunities for each employee in the career development agenda are the reasons why the career development variable in this study has an impact on every change in employee engagement at PT. Pegadaian (Persero) Manado Area Business Deputy Section. The fact that every employee who works in this office has almost the same level of education and work skills, each employee takes the same job training before being placed and gets the opportunity to develop their abilities from PT. Pegadaian (Persero) Manado Area Business Deputy Section makes career development important in maintaining employee engagement in this office. Similar results were found by research The Last Supper (2019), The Last Supper (2019), Hardianti (2022), Setya & Utari (2022), Cindy Candra (2018), Afridhamita et al., (2020), Kriswanta et al., (2021).

The influence of employee engagement on organizational citizenship behavior (OCB)

The results of the analysis of the influence of employee engagement on organizational citizenship behavior (OCB) show that the employee engagement variable has a positive and significant effect on organizational citizenship behavior (OCB) on employees of Hotel Vila Lumbung. This means that the higher the employee engagement of employees of Hotel Vila Lumbung, the organizational citizenship behavior (OCB) of employees will increase, so that the third hypothesis is accepted.

The results of this study are in line with research (Harsono & Syahrinullah, 2023) stated that the results of the study showed that employee engagement had an effect on the Organizational Citizenship Behavior (OCB) of Bank Mandiri KCP Mandiri Universitas Jember employees. This means that the better the Employee Engagement, the more the Organizational

Citizenship Behavior (OCB) will increase. Employee engagement refers to a high level of energy and mental resilience while working, a willingness to work hard and persevere in the face of difficulties. The research conducted by (Ompusungu & Rifani, 2023), stated that there is a significant positive influence between employee engagement and organizational citizenship behavior (OCB) of employees at Class IIB Humbang Hasundutan Penitentiary, which means that the greater the employee engagement in each employee, the more it will affect the actions of employees who show OCB in working. If seen from the results of data processing using SPSS 26, it can be seen that the level of influence of the form of employee engagement on Class IIB Humbang Hasundutan Penitentiary employees on organizational citizenship behavior is influenced by other factors or other independent variables that are not explained in this study. Similar results were also found in the study Apriadi et al., (2020), Azizah & Ratnaningsih, (2018), Fuad et al., (2020), Solichin et al., (2018), Musoli et al., (2020), Machdiana et al., (2024)

Employee engagement mediating the influence of career development on organizational citizenship behavior (OCB)

The results of the Sobel test that have been conducted show that employee engagement is able to mediate the influence of career development on organizational citizenship behavior (OCB) of Hotel Vila Lumbung employees.

The results of this study are in line with research Indryani & Ardana, (2019) states that employee engagement has a role in mediating the relationship between career development and organizational citizenship behavior. This means that with employee engagement, it will strengthen the relationship between career development and organizational citizenship behavior of CS Hotel and SPA Ubud employees. When employees feel appreciated by their company through career development, employees will feel emotionally attached to their company. When feelings of attachment arise, employees will show positive behavior such as OCB to achieve the company's goals. Farida, (2020) stated in this study employee engagement as a mediating variable is proven to be able to mediate the influence of career development on OCB. This means that with employee engagement, it will strengthen the relationship between career development and OCB of PT Bumi Pembangunan Pertiwi Madiun employees. When employees receive awards from the company, employees feel emotionally attached to the company and display positive behavior such as OCB to achieve goals. In this study, the mediation formed is partial mediation, meaning that career development variables can directly influence OCB and can also indirectly influence it through employee engagement. Similar results were also found in the research of Daniel (2024), Rosmika (2023).

4. CONCLUSION

Based on the research results obtained, several conclusions can be drawn as follows.

- 1) Career development has a positive and significant effect on organizational citizenship behavior (OCB) of Hotel Vila Lumbung employees. This shows that if career development improves, the organizational citizenship behavior (OCB) of Hotel Vila Lumbung employees will increase.
- 2) Career development has a positive and significant effect on employee engagement of Hotel Vila Lumbung employees. This means that the better the career development, the more employee engagement of Hotel Vila Lumbung employees will increase.
- 3) *Employee engagement* has a positive and significant effect on organizational citizenship behavior (OCB) of Hotel Vila Lumbung employees. This means that the higher the employee engagement of Hotel Vila Lumbung employees, the more the employee's organizational citizenship behavior (OCB) will increase.
- 4) *Employee engagement* able to mediate the influence of career development on organizational citizenship behavior (OCB) of employees at Hotel Vila Lumbung, with the resulting mediation effect being full mediation.

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