



The influence of career development and work engagement on organization citizenship behavior mediated by organizational commitment

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ABSTRACT

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The aim of this research is to determine the influence of career development and work engagement on Organizational Citizenship Behavior which is mediated by organizational commitment of millennial generation employees manufacturing companies in Kawasan Industri MM2100. The method used in this research is quantitative, the data sources used are primary data from both questionnaire results and survey or journal data. The sampling technique uses the Lemeshow formula, and sampling in this research was carried out by distributing questionnaires with a sample size of 100 respondents. The analysis technique used in this research is multiple linear regression analysis technique using SMARTPLS version 3.0. The results of this research show that (1) the career development variable does not have a significant influence on Organizational Citizenship Behavior. (2) The work engagement variable has a significant influence on Organizational Citizenship Behavior. (3) The organizational commitment variable has a significant influence on Organizational Citizenship Behavior. (4) The career development variable has no significant influence on organizational commitment. (5) The work engagement variable has a significant influence on organizational commitment. (6) Career development mediated by organizational commitment has no significant influence on Organizational Citizenship Behavior. (7) Work engagement mediated by organizational commitment has a significant influence on Organizational Citizenship Behavior.

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1. INTRODUCTION

In this era of globalization, to achieve a company's goals, good cooperative relationships are needed between workers as human resources in the company. Companies need to consider human resources as more than just workers, but as valuable assets owned by the company (Oktariyani, 2019). Human resources are the most important asset and cannot even be separated from an organization. This is because humans have a role that

is really needed to achieve company goals, because the success of a company in achieving the desired goals really depends on the quality of the human resources it has (Susan, 2019).

Data from the Central Statistics Agency (BPS) for August 2022 states that the millennial generation occupies the second largest workforce position after generation z, namely 25.87%. This shows that human resources in the world of work are dominated by the millennial generation. It can be said that the millennial generation is the main generation in the work industry. Apart from their large numbers, the millennial generation is a generation of productive age. The millennial generation is also known by another name, namely generation Y, who were born between 1980 and 2000 (Salim, 2021 in Putri & Setyaningrum, 2023). The millennial generation has faced a number of events such as the emergence of the internet, economic liberation, the development of social media and environmental awareness. This shapes the nature of the millennial generation which is ambitious, creative, goal-oriented with self-confidence and responsiveness to technology (Muliawati, 2020 in Putri & Setyaningrum, 2023). However, the millennial generation in the work environment has less caring behavior, such as helping new employees, working overtime, and maintaining good relations between employees, whereas what companies want is employees who put the company's interests first or what is called Organizational Citizenship Behavior (Maiistiyatno & Hadiwizaya, 2019 in Leonardi et al., 2023). To determine Organizational Citizenship Behavior in the millennial generation, researchers conducted a small study of 30 millennial generation employee manufacturing in Kawasan Industri MM2100 respondents which showed the results that organization citizenship behavior in the altruism dimension was 47%, Conscientiousness was 38%, Sportsmanship was 63%, Courtesy was 70%, and Civic Virtue was 50%.

Based on small research that has been conducted on the millennial generation, it can be seen that millennial generation employees do not yet reflect Organizational Citizenship Behavior or it could be said that their Organizational Citizenship Behavior is low. This is shown in the percentage of answers given by employees who say no to Organizational Citizenship Behavior. When Organizational Citizenship Behavior is low, it usually leads to a decrease in productivity in the organization. On the other hand, when employees in a company behave in Organizational Citizenship Behavior, they can increase company productivity (Harper, 2015 in Saputra & Supartha, 2019). Therefore, Organizational Citizenship Behavior has a very important role for companies. In reality, to be able to have strong Organizational Citizenship Behavior, supporting factors are needed in the organization, because Organizational Citizenship Behavior cannot increase by itself without interacting with other factors. One of the factors that influences Organizational Citizenship Behavior is career development (Naway, 2014 in Farida, 2021).

Career development is a factor that encourages the formation of Organizational Citizenship Behavior and has the potential to increase productivity in companies. Good career development can trigger the growth of Organizational Citizenship Behavior because companies that implement a good career development system can provide high motivation and enthusiasm to employees, thus creating positive feelings towards the organization where they work (Wulandari & Yuniawan, 2017). According to (Handoko, 2016 in Arifianti & Safitri, 2022). Career development is a personal level that can be done by someone to achieve a planned career. Based on the results of research conducted by (Setyaningrum et al., 2021), it can be seen that career development has a positive and significant influence on Organizational Citizenship Behavior. This shows that the creation of career development can increase Organizational Citizenship Behavior. However, other research shows that career development has an indirect positive influence on Organizational Citizenship Behavior because there is a mediating role for employee engagement variables, which means that if the mediating variable is removed, the influence of career development on Organizational Citizenship Behavior becomes weak (Indryani & Ardana, 2019). Apart from career development, work engagement is one of

the factors that can influence Organizational Citizenship Behavior in employees, so that employees can help colleagues outside of their main duties to achieve company progress (Wirawan, 2014 in Solikhah et al., 2021).

Work engagement is a situation where a person is able to commit to the organization both emotionally and intellectually (Lockwood, 2007 in Sukoco et al., 2021). Employees who have work engagement are usually very enthusiastic and tenacious in carrying out their duties, diligent and strong-willed, and have strong work engagement, feel enthusiastic, have inspiration, feel proud and happy and concentrate fully in carrying out their work without paying attention to the time spent working (Schaufeli & Bakker, 2004 in Ayuningsih, 2021). The existence of work involvement in an organization can have a good impact on employees because the application of work involvement can help achieve organization citizenship behavior in an organization (Rashidi et al., 2014 in Pudjiomo & Sahrah, 2019). The results of research conducted by (Wulandari, 2021) said that work engagement has a significant and partially positive influence on Organizational Citizenship Behavior. This shows that the higher the work engagement carried out by employees, the higher the Organizational Citizenship Behavior in a company. However, this result is inversely proportional to the results of research conducted by (Marina et al., 2020) which obtains research results stating that work engagement has no influence on Organizational Citizenship Behavior. To form Organizational Citizenship Behavior, there are variables that also determine the encouragement of Organizational Citizenship Behavior in employees, namely organizational commitment (Mangku et al., 2021).

Every individual who works in a company needs to have a commitment to working to achieve company goals. According to (Robbins & Judge, 2018 in Udayani & Ni Nyoman Sunarian, 2018). organizational commitment is a state where an employee supports organizational goals and has a desire to maintain membership in the organization. Commitment is very important for each employee because it can encourage a higher level of responsibility for work, compared to employees who do not have commitment. Usually, employees who have commitment will work optimally so that they can devote their attention, thoughts, energy and time to their work, so that the results of their work are in line with the company's expectations (Siswondo et al., 2022). Employees who have a high commitment to a company will encourage them to display Organizational Citizenship Behavior to help achieve company goals (Ningrum & Mayalangi, 2022). Based on the results of research conducted by (Siswondo et al., 2022) organizational commitment partially has a positive and significant influence on Organizational Citizenship Behavior. This shows that the higher the organizational commitment, the higher the Organizational Citizenship Behavior will be.

The researchers conclude, based on the background previously described, that Organizational Citizenship Behavior can be influenced by career development and work engagement. As a result, the researchers conducted research entitled "The Influence of Career Development and Work Engagement on Organizational Citizenship Behavior Mediated by Organizational Commitment of millennial generation employees manufacturing companies in Kawasan Industri MM2100)". The benefit of this research is to provide information to company employers about the influence of Career Development, Work Involvement, and Organizational Commitment to increase organizational citizenship behavior at work, especially for millennial generation employees.

2. RESEARCH METHOD

The type of research used in this research is quantitative research, the data sources used are primary data from both questionnaire results and survey data or journals. The population in this study are millennial generation employees born between 1980 – 2000 and work in manufacturing companies in Kawasan Industri MM2100. The sampling technique used the Lemeshow formula, and sampling in this study was carried out by distributing questionnaires with a sample size of 100 respondents. This research uses

software in the form of computer software, namely the SmartPLS (Partial Least Square) type 3.0 program. There are 3 steps for SmartPLS analysis, here are the details: (a) Outer Model Analysis (b) Inner Model Analysis. (c) Hypothesis Testing

3. RESULTS AND DISCUSSIONS

3.1 Research Results and Analysis

In this research, the Partial Least Square (PLS) method is used as an analysis tool through the SmartPLS 3.0 program.

3.2 Path Outer Model Planning

The Path Outer Model design functions to connect independent, mediating and dependent variables. The design of this research path/route can be visualized in the following figure:

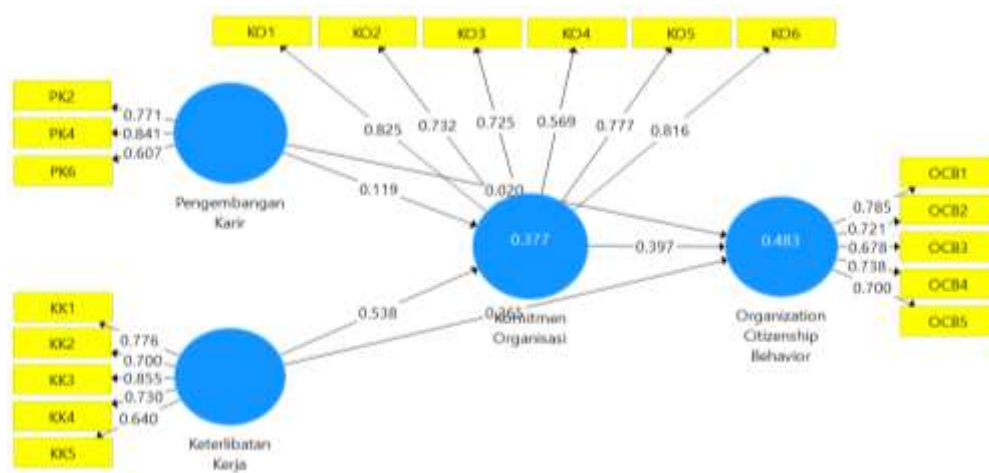


Figure 1. Path Outer Model

Source: SmartPLS 3.0 output, processed primary data (2023)

3.3 Validity Test

a. Convergent Validity

A research indicator will be considered valid if it has an outer loading value above 0.7 on each instrument. However, an outer loading value of 0.5 is still considered sufficient. If the outer loading value is <0.5, the question item must be eliminated (Ghozali, 2015 in Laksono & Wardoyo, 2019).

Table 1 Outer Loading

Variable	Indicator	Outer Loading	Validity
Career Development	PK2	0.771	Valid
	PK4	0.841	Valid
	PK6	0.607	Valid
Work Engagement	KK1	0.776	Valid
	KK2	0.700	Valid
	KK3	0.855	Valid
	KK4	0.730	Valid
	KK5	0.640	Valid
Organizational Citizenship Behavior	OCB1	0.785	Valid
	OCB2	0.721	Valid
	OCB3	0.678	Valid
	OCB4	0.738	Valid
	OCB5	0.700	Valid
Organizational Commitment	KO1	0.825	Valid
	KO2	0.732	Valid

KO3	0.725	Valid
KO4	0.569	Valid
KO5	0.777	Valid
KO6	0.816	Valid

Source: SmartPLS 3.0 output, processed primary data (2023)

The overall indicator components already have an outer loading value of greater than 0.5 as seen in data table 1 above, so they are suitable for use in further research and analysis.

b. Discriminant Validity

Discriminant Validity is a cross loading value which functions to determine whether a construct has adequate discriminants. Discriminant Validity can be seen in the square of Average Variance Extracted (AVE) value. Discriminant Validity is said to be achieved if the AVE value is > 0.5 and the correlation value is declared invalid if the value is < 0.5 (Laksono & Wardoyo, 2019).

Variabel	Average Variance Extracted (AVE)
Career Development	0.557
Work Engagement	0.553
Organizational Commitment	0.556
Organizational Citizenship Behavior	0.526

Source: SmartPLS 3.0 output, processed primary data (2023)

c. Reliability Test

The reliability test is assessed using 2 (two) methods, namely Composite Reliability and Cronbach's Alpha. A variable can be said to have good reliability if the Composite Reliability value is > 0.7 and the Cronbach's Alpha value is > 0.6 (Laksono & Wardoyo, 2019).

Variable	Composite Reliability	Result
Career Development	0.787	Reliable
Work Engagement	0.860	Reliable
Organizational Commitment	0.881	Reliable
Organizational Citizenship Behavior	0.847	Reliable

Source: SmartPLS 3.0 output, processed primary data (2023)

Based on table 3 above, it can be concluded that the composite reliability value for all constructs is > 0.7 , which means that all constructs meet the composite reliability criteria and each construct in this study has a high reliability value. The reliability test is also strengthened by Cronbach's Alpha value. The following are the results of the reliability test with Cronbach's Alpha:

Variable	Cronbach's Alpha	Result
Career Development	0.606	Reliable
Work Engagement	0.796	Reliable
Organizational Commitment	0.840	Reliable
Organizational Citizenship Behavior	0.774	Reliable

Source: SmartPLS 3.0 output, processed primary data (2023)

Based on table 4 above, it can be concluded that the Cronbach's alpha value for all constructs is > 0.6 , which means all constructs meet the Cronbach's alpha criteria and each construct has a high reliability value.

3.4 Inner Model Analysis

After carrying out validity tests and reliability tests, the research can be continued by testing the structural model or inner model. Inner Model analysis can be assessed through the R-Square test. The following is the R-Square value of this research:

Table 5 R-Square

Variable	R-Square	R-Square Adjusted
Organizational Citizenship Behavior (Y)	0.483	0.467

Source: SmartPLS 3.0 output, processed primary data (2023)

Based on table 5 above, the resulting R-Square value is 0.483. It can be seen that the influence of the career development variables (X1), work engagement (X2), and organizational commitment (Z) on Organizational Citizenship Behavior (Y) gives a value of 0.483, with the interpretation that the Organizational Citizenship Behavior construct variable can be explained by the career development variable, work engagement, and organizational commitment with organizational commitment as a mediating variable between career development and work engagement on Organizational Citizenship Behavior with a percentage of 48.3%. Meanwhile, the remaining 51.7% is explained by other variables outside this research.

3.5 Hypothesis Analysis

Hypothesis testing in this research can be seen in the Path Coefficient table which functions to test whether a hypothesis can be accepted or rejected. The Path Coefficient criterion is 5%, $t + 1.96$. If the t-statistic value is greater (1.96), the hypothesis is declared significant or H_0 is rejected and H_a is accepted. The Path Coefficient table for this research is as follows:

Table 6 Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Career Development -> Organizational Citizenship Behavior	0.020	0.032	0.009	0.207	0.836
Work Engagement -> Organizational Citizenship Behavior	0.365	0.351	0.133	2.743	0.006
Organizational Commitment-> Organizational Citizenship Behavior	0.397	0.413	0.111	3.585	0.000
Career Development -> Organizational Commitment	0.119	0.128	0.084	1.418	0.157
Work Engagement -> Organizational Commitment	0.538	0.553	0.110	4.874	0.000

Source: SmartPLS 3.0 output, processed primary data (2023)

Hypothesis 1, The coefficient of the t-statistic parameter for the Career Development (X1) -> Organizational Citizenship Behavior variable has a value of 0.207. Therefore, it is declared not significant (t table significance 5% = 1.96) or it can be stated that H_{01} is accepted and H_{a1} is rejected.

Hypothesis 2, The coefficient of the t-statistic parameter for the Work Engagement variable (X2) -> Organizational Citizenship Behavior has a value of 2.743. Therefore, it is declared significant (t table significance 5% = 1.96) or it can be stated that H_{02} is rejected and H_{a2} is accepted.

Hypothesis 3, The coefficient of the t-statistic parameter for the variable Organizational Commitment (Z) -> Organizational Citizenship Behavior has a value of 3.585. Therefore, it is declared significant (t table significance 55 = 1.96) or it can be stated that H_{03} is rejected and H_{a3} is accepted.

Hypothesis 4, The coefficient of the t-statistic parameter for the variable Organizational Commitment (Z) -> Organizational Citizenship Behavior has a value of

3.585. Therefore, it is declared significant (t table significance 5% = 1.96) or it can be stated that Ho3 is rejected and Ha3 is accepted.

Hypothesis 5, The coefficient of the t-statistic parameter for the Work Engagement -> Organizational Commitment variable has a value of 4.874. Therefore, it is declared significant (t table significance 5% = 1.96) or it can be stated that Ho5 is rejected and Ha5 is accepted.

To test the hypothesis between the career development variable on Organizational Citizenship Behavior mediated by organizational commitment and the work engagement variable on Organizational Citizenship Behavior mediated by organizational commitment, a Bootstrapping test was carried out with the following results:

Table 7 Special Indirect Influences

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Career Development -> Organizational Commitment -> Organizational Citizenship Behavior	0.047	0.051	0.035	1.358	0.175
Career Development -> Organizational Commitment -> Organizational Citizenship Behavior	0.214	0.233	0.093	2.307	0.021

Source: SmartPLS 3.0 output, processed primary data (2023)

Hypothesis 6, The coefficient of the t-statistical parameter for the Career Development variable (X1) -> Organizational Commitment -> Organizational Citizenship Behavior has a value of 1.358. Therefore, it is declared not significant (t table significance 5% = 1.96) or it can be stated that Ho6 is accepted and Ha6 is rejected.

Hypothesis 7, The coefficient of the t-statistic parameter for the Work Engagement variable (X2) -> Organizational Commitment -> Organizational Citizenship Behavior has a value of 2.307. Therefore, it is declared significant (t table significance 5% = 1.96) or it can be stated that Ho7 is rejected and Ha7 is accepted.

3.6 Implications of Research Results for Theory

Based on the results of testing and data processing carried out by the author using the SmartPLS 3.0 application, the following are the final conclusions obtained for each hypothesis in this research. The results in the first finding research show that the Career Development variable (X1) does not have a significant influence on Organizational Citizenship Behavior (Y) of millennial generation employees manufacturing companies in Kawasan Industri MM2100. The results of the path coefficient test on the inner model show that the t-statistic for the career development variable is 0.207 and is declared not significant because the t-statistic value is <1.96 (0.207<1.96). Therefore, hypothesis 1 test states that Ho is accepted and Ha is rejected. Research results in journals (Setyaningrum et al., 2021) states that career development had a positive and significant influence on Organizational Citizenship Behavior, however, in this research it is discovered that after the career development variable on Organizational Citizenship Behavior was applied to millennial generation employees manufacturing companies in Kawasan Industri MM2100, there were results showing that career development had no influence on Organizational Citizenship Behavior. The results of this research are in line with research in journals (Indryani & Ardana, 2019) which states that career development has an indirect positive influence on Organizational Citizenship Behavior because there is a mediating role for the employee engagement variable, which means that if the mediating variable is removed then the influence of career development on Organizational Citizenship Behavior becomes weak.

The results in the second finding research show that the Work Engagement variable (X2) has a significant influence on Organizational Citizenship Behavior (Y) of millennial generation employees manufacturing companies in Kawasan Industri MM2100. The results of the path coefficient test on the inner model show that the t-statistic for Work Engagement is 2.743 and is declared significant because the t-statistic value is > 1.96 ($2.743 > 1.96$). Therefore, hypothesis 2 test states that H_0 is rejected and H_a is accepted. It can be interpreted that good work engagement has a significant influence on the Organizational Citizenship Behavior of millennial generation employees manufacturing companies in Kawasan Industri MM2100. The results of this research are in line with research in journals (Ayuningsih, 2021) which states that work engagement has a positive and significant influence on Organizational Citizenship Behavior, where high work engagement can support Organizational Citizenship Behavior in an organization.

The results in the third finding research show that the Organizational Commitment (Z) variable has a significant influence on Organizational Citizenship Behavior (Y) of millennial generation employees manufacturing companies in Kawasan Industri MM2100. The results of the path coefficient test on the inner model showed that the t-statistic for the Organizational Commitment variable is 3.585 and is declared significant because the t-statistic value is > 1.96 ($3.585 > 1.96$). Therefore, hypothesis 3 test states that H_0 is rejected and H_a is accepted. It can be interpreted that the presence of organizational commitment has a significant influence on the Organizational Citizenship Behavior of millennial generation employees manufacturing companies in Kawasan Industri MM2100. The results of this research are in line with research in journals (Bermana & Frinaldi, 2023) which states that organizational commitment has a positive and significant influence on Organizational Citizenship Behavior, where high organizational commitment will influence employees to carry out Organizational Citizenship Behavior.

The results in the fourth finding research show that the Career Development variable (X1) has no significant influence on Organizational Commitment (Z) of millennial generation employees manufacturing companies in Kawasan Industri MM2100. The results of the path coefficient test on the inner model show that the t-statistic for the Career Development variable is 1.418 and is declared significant because the t-statistic value is < 1.96 ($1.418 < 1.96$). Therefore, hypothesis 4 test states that H_0 is accepted and H_a is rejected. It can be interpreted that career development does not have a significant influence on the organizational commitment of millennial generation employees manufacturing companies in Kawasan Industri MM2100. Research results in journals (Anggreni et al., 2023) states that career development has an influence on organizational commitment, however, in this research it is known that after the career development variable on organizational commitment was applied to millennial generation employees manufacturing companies in Kawasan Industri MM2100, there were results showing that career development did not have a positive influence on organizational commitment where this research is supported by research in journals (Hendriatno & Marhalinda, 2020), because the worse the career development carried out by a company, the greater the impact on organizational commitment in millennial generation employees.

The results in the fifth finding research show that the Work Engagement variable (X2) has a significant influence on Organizational Commitment (Z) of millennial generation employees manufacturing companies in Kawasan Industri MM2100. The results of the path coefficient test on the inner model show that the t-statistics result for the Work Engagement variable is 4.874 and is declared significant because the t-statistic value is > 1.96 ($4.874 > 1.96$). Therefore, the hypothesis 5 test states that H_0 is rejected and H_a is accepted. It can be interpreted that work engagement has a significant influence on the organizational commitment of millennial generation employees manufacturing companies in Kawasan Industri MM2100. The results of this research are in line with research in journals (Dewa & Rahmasari, 2023) which states that work

engagement has a positive and significant influence on organizational commitment, because the more work engagement increases, the more organizational commitment rises.

The results in the sixth finding research show that the Career Development variable (X1) before being mediated by Organizational Commitment has no significant influence on Organizational Citizenship Behavior (Y) of millennial generation employees manufacturing companies in Kawasan Industri MM2100 with a t-statistic value of 0.207. Meanwhile, the result of path coefficient testing on the inner model t-statistic for hypothesis 6 after being mediated by organizational commitment is 1.358 ($1.358 < 1.96$). Therefore, hypothesis 6 test states that H_0 is accepted and H_a is rejected. Furthermore, it can be interpreted that the direct influence value is 0.207 and the indirect influence is 1.358, which means that the organizational commitment variable as a mediating variable strengthens the career development variable on Organizational Citizenship Behavior of millennial generation employees manufacturing companies in Kawasan Industri MM2100.

The results in the seventh finding research show that the Work Engagement variable (X2) before being mediated by Organizational Commitment has a significant influence on Organizational Citizenship Behavior (Y) of millennial generation employees manufacturing companies in Kawasan Industri MM2100 with a t-statistic value of 2.743. Meanwhile, the result of the path coefficient test on the inner t-statistical model of hypothesis 7 after being mediated by organizational commitment is 2.307 ($2.307 > 1.96$). Therefore, the hypothesis 7 test states that H_0 is rejected and H_a is accepted. Furthermore, it can be interpreted that the direct influence value is 2.743 and the indirect influence is 2.307, which means that the organizational commitment variable as a mediating variable weakens the career development variable on Organizational Citizenship Behavior of millennial generation employees manufacturing companies in Kawasan Industri MM2100.

4. CONCLUSION

Based on the results of testing, processing and data analysis carried out by the researchers regarding the influence of career development and work engagement on Organizational Citizenship Behavior mediated by organizational commitment of millennial generation employees manufacturing companies in Kawasan Industri MM2100, it can be concluded that Career Development has no significant influence on Organizational Citizenship Behavior of millennial generation employees manufacturing companies in Kawasan Industri MM2100. This is due to several factors that prevent employees from being influenced by career development, such as a lack of adequate training, limited opportunities for employees to experience job transfers, and a lack of job promotions. As a result, a lack of support in career development can reduce employees from contributing more to Organizational Citizenship Behavior. Work engagement has a significant influence on Organizational Citizenship Behavior of millennial generation employees manufacturing companies in Kawasan Industri MM2100. This shows that if employees are actively involved in work, these employees will increase their Organizational Citizenship Behavior, such as being enthusiastic about doing their work, and contributing more to the success and welfare of the company. Organizational commitment has a significant influence on Organizational Citizenship Behavior of millennial generation employees manufacturing companies in Kawasan Industri MM2100. This shows that when employees have organizational commitment within themselves, they will have a sense of concern and responsibility for the organization, so that the organizational commitment of employees in the company can foster Organizational Citizenship Behavior. Career development does not have a significant influence on organizational commitment among millennial generation employees manufacturing companies in Kawasan Industri MM2100. This is because success in a

career does not always guarantee that an employee will have a high commitment to the organization. Work engagement has a significant influence on organizational commitment of millennial generation employees manufacturing companies in Kawasan Industri MM2100. This is because the more employees are involved in a job, the more they will always use all their abilities, thereby showing a commitment to helping the company develop to achieve greater progress. Organizational commitment as a mediating variable plays a role in strengthening the influence of career development on Organizational Citizenship Behavior of millennial generation employees manufacturing companies in Kawasan Industri MM2100. This is because career development does not have a significant influence on Organizational Citizenship Behavior of millennial generation employees manufacturing companies in Kawasan Industri MM2100 and is further strengthened by career development. Organizational commitment as a mediating variable plays a role in weakening the influence of work engagement on Organizational Citizenship Behavior of millennial generation employees manufacturing companies in Kawasan Industri MM2100. This is because work engagement has a significant influence on Organizational Citizenship Behavior of millennial generation employees manufacturing companies in Kawasan Industri MM2100 and with organizational commitment, the significance value is reduced but still produces a significant influence on the Organizational Citizenship Behavior. For future researchers, it is hoped that the results of this study can be used as a reference regarding management science and with more varied independent variables or with a larger and more specific sample size. The results of this study are expected to provide information that can be used as a foundation, support, and reference for further research on the influence of career development and work involvement on organizational citizenship behavior mediated by organizational commitment so that it can make it easier for researchers to conduct research related to these variables, besides that it can also be an evaluation material for companies and employees in order to realize quality human resources (HR) for the progress of organizations and society.

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