

The Effect of Career Development on Organizational Citizenship Behavior Mediated By Employee Engagement

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Abstract: This study aims to analyze the effect of career development on organizational citizenship behavior (OCB), mediated by employee engagement, with a case study at Prama Sanur Beach Bali. A saturated sampling technique was used, with the total population of 104 employees serving as the sample. The research method employed was a survey using questionnaires and interviews, analyzed through descriptive statistics and inferential statistical tools using Structural Equation Modeling - Partial Least Squares (SEM-PLS). The results indicate that career development has a positive and significant effect on organizational citizenship behavior. Career development also has a positive and significant effect on employee engagement. Moreover, employee engagement has a positive and significant effect on organizational citizenship behavior and mediates the relationship between career development and organizational citizenship behavior.

Keywords: Career Development, Employee Engagement, Organizational Citizenship Behavior

1. INTRODUCTION

Indonesia is a country endowed with abundant tourism potential, offering diverse natural beauty, rich cultural heritage, and historical attractions. Among its many destinations, the island of Bali—also known as the Island of the Gods—stands out as one of the most popular tourist destinations and consistently records the highest number of international tourist arrivals in the country (Prianda & Widodo, 2021). In February 2024 alone, Bali welcomed 454,801 foreign tourists, reflecting an 8.28% increase from the previous month's total of 420,037 arrivals (Badan Pusat Statistik Provinsi Bali, 2024). This steady growth highlights the crucial role of hotels in providing accommodation services for tourists visiting Bali (Giantari & Riana, 2017).

Badung Regency holds the highest number of hotels in Bali, followed by Denpasar City (Badan Pusat Statistik Provinsi Bali, 2024). As such, job demands in the hospitality sector within these areas are notably high, often requiring considerable time and energy. The hotel industry operates daily, with workloads increasing during the high season, placing pressure on employees to maintain rigorous work schedules. This situation necessitates strong organizational citizenship behavior (OCB) among employees. OCB refers to an individual's voluntary and conscious behavior that goes beyond formal job requirements. It represents a positive reflection of an employee's gratitude toward the organization and serves as an expression of job satisfaction

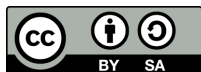
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(Syarifah et al., 2024). As business and social environments continue to evolve, a deeper understanding of OCB can assist organizations in developing sustainable and effective management practices (Putri et al., 2024). In the hospitality industry, OCB is critical; employees who display high commitment, assist colleagues, and deliver exceptional service without being asked can enhance guest satisfaction and operational efficiency.

An interview with the HR manager at Prama Sanur Beach Bali revealed that employees still show weaknesses in OCB. For instance, civic virtue is lacking during monthly meetings, where management invites staff to contribute ideas for service improvement—yet most employees remain passive. Sportsmanship issues arise when new shift policies and workload adjustments are introduced, often prompting complaints that create a negative work environment. In terms of conscientiousness, some employees frequently arrive late, burdening their teams.

This study is grounded in Social Exchange Theory. According to Fung et al. (2012), this theory suggests that employees who feel treated well by their organization tend to reciprocate with productive behaviors. This reciprocity fosters a sense of belonging that often manifests as OCB (Mahardika & Wibawa, 2019). Social Exchange Theory also explains the relationship between career development and employee engagement as a mutually beneficial exchange. Organizations invest in employees through training, mentoring, and promotions; in return, employees feel valued and demonstrate stronger commitment and engagement. This engagement fosters positive behaviors, such as OCB, as employees are motivated to give back to the organization.

Employees who feel appreciated are generally more enthusiastic and motivated in performing their tasks. One way organizations show appreciation is through career development opportunities (Garaika, 2020). Career development refers to the advancement of an individual's position within an organization along a defined career path (Jen & Andani, 2021). Every employee desires career growth, as it is typically associated with improved well-being (Natalia & Netra, 2020). Career development not only offers the chance for promotion but also increases responsibilities and recognition for employees' efforts (Niati et al., 2021). It involves future training needs and human resource planning (Sugiarti, 2022). Organizations should not only expect employees to enhance performance but also provide reciprocal opportunities for career growth (Kusuma et al., 2020). Career development plays a key role in strengthening OCB, as supported by Lutfiyanto et al. (2020), who found a positive and significant relationship between career development and OCB. However, Lomo et al. (2024) found the opposite—reporting a significant negative relationship.

Fostering OCB is essential, as it demonstrates employees' willingness to contribute their best to the organization. Employee engagement is a critical strategy for retaining and developing employees (Susanto, 2022). Engaged employees display high levels of dedication and often achieve outstanding results (Nasidi et al., 2020). Employee engagement is a psychological and behavioral condition in which employees feel positive, involved, and motivated to meet their targets with enthusiasm and commitment to their roles (Meyer & Schneider, 2021). Studies, such as that by Hidayati & Priyono (2022), have shown a strong positive relationship between employee engagement and OCB.

Employee engagement also plays a crucial mediating role in the relationship between career development and OCB (Yusuf, 2024). Employees who feel engaged are more likely to display positive, enthusiastic behaviors and voluntarily contribute to organizational success. Effective career development enhances engagement, fosters a sense of appreciation and loyalty, and, consequently, increases OCB. Employee engagement thus serves as a key mechanism in optimizing the impact of career development on beneficial extra-role behaviors.

2. METHOD

This research employs a quantitative approach with a causal-associative design to examine the effect of career development on organizational citizenship behavior (OCB), mediated by employee engagement. The study focuses on these three variables within the work environment of Prama Sanur Beach Bali. The target population includes all employees who have worked for a minimum of two years and have received some form of career development. Using a saturated sampling technique, the study collected responses from 104 employees. The variables were measured using a questionnaire instrument with a Likert scale, which had been tested for validity and reliability (Sugiyono, 2015).

Primary data were obtained from questionnaire responses and interviews, while secondary data included organizational structure and workforce statistics. The data were analyzed using both descriptive and inferential statistical techniques, particularly Partial Least Squares–Structural Equation Modeling (PLS-SEM) via SmartPLS 3.0. The measurement model was evaluated through convergent validity, discriminant validity, and composite reliability tests. Meanwhile, the structural model was assessed using R-square, Q-square values, and hypothesis testing via bootstrapping to determine the significance of relationships among variables (Ghozali, 2012; Hair et al., 2017).

The mediating role of employee engagement was tested using the bootstrapping procedure to evaluate whether it significantly mediates the relationship between career development and OCB. This method was chosen over the Sobel test due to its robustness in the SEM-PLS context. The types of mediation assessed include complementary mediation, competitive mediation, and indirect-only mediation. This approach enables the study to measure both direct and indirect effects accurately and to identify potential mediating roles within complex variable relationships (Nitzl et al., 2016; Hair et al., 2017).

3. RESULTS AND DISCUSSION

Inferential analysis results

Inferential statistical analysis is a technique used to analyze sample data by describing or illustrating the collected data, with the results generalizable to the population (Sugiyono, 2019). The inferential statistical method employed in this study is Partial Least Squares-based Structural Equation Modeling (PLS-SEM).

Research Model Analysis Using the PLS (Partial Least Square) Method

The data analysis technique used in this study is Structural Equation Modeling (SEM) or a variance-based structural equation model or component-based SEM called Partial Least Square (PLS). The SEM PLS analysis in this study was conducted using the Smart PLS 3.0 software application. The steps in analyzing data using PLS are evaluating the basic models in this test, namely the outer model and inner mode, so that the results of the outer and inner model tests can be known as follows:

1) Outer Model Testing

a) Test results Convergent Validity

Table 1. Outer Loadings test results

| | Original Sample (O) | T' (O/STDEV) | Statistics |
|--|------------------------|-------------------|------------|
| Y1.1.1<- Organizational citizenship behavior | 0.891 | 35,502 | |
| Y1.1.2<- Organizational citizenship behavior | 0.884 | 46,301 | |
| Y1.1.3<- Organizational citizenship behavior | 0.937 | 70,236 | |
| Y1.1.4<- Organizational citizenship behavior | 0.916 | 48,780 | |
| Y1.2.1<- Organizational citizenship behavior | 0.903 | 49,969 | |
| Y1.2.2<- Organizational citizenship behavior | 0.893 | 41,288 | |
| Y1.3.1<- Organizational citizenship behavior | 0.908 | 53,442 | |
| Y1.3.2<- Organizational citizenship behavior | 0.847 | 29,439 | |
| Y1.3.3<- Organizational citizenship behavior | 0.947 | 84,432 | |
| Y1.4.1<- Organizational citizenship behavior | 0.922 | 64,734 | |
| Y1.4.2<- Organizational citizenship behavior | 0.888 | 39,380 | |
| Y1.4.3<- Organizational citizenship behavior | 0.869 | 39,562 | |
| Y1.4.4<- Organizational citizenship behavior | 0.916 | 54,154 | |
| Y1.5.1<- Organizational citizenship behavior | 0.931 | 57,052 | |
| Y1.5.2<- Organizational citizenship behavior | 0.845 | 40,555 | |
| X1.1<- Career development | 0.954 | 110,650 | |
| X1.2<- Career development | 0.959 | 146,274 | |
| X1.3<- Career development | 0.926 | 84,130 | |
| X1.4<- Career development | 0.941 | 72,439 | |
| X1.5<- Career development | 0.931 | 89,485 | |
| X1.6<- Career development | 0.935 | 86,758 | |
| X1.7<- Career development | 0.855 | 41,224 | |
| X1.8<- Career development | 0.862 | 44,420 | |
| Z1.1.1<- Employee engagement | 0.883 | 44,536 | |
| Z1.1.2<- Employee engagement | 0.944 | 102,810 | |
| Z1.1.3<- Employee engagement | 0.888 | 39,274 | |
| Z1.1.4<- Employee engagement | 0.957 | 115,023 | |
| Z1.2.1<- Employee engagement | 0.958 | 132,857 | |
| Z1.2.2<- Employee engagement | 0.866 | 36,180 | |
| Z1.2.3<- Employee engagement | 0.945 | 92,206 | |
| Z1.2.4<- Employee engagement | 0.813 | 25,436 | |
| Z1.3.1<- Employee engagement | 0.928 | 45,845 | |
| Z1.3.2<- Employee engagement | 0.931 | 55,929 | |
| Z1.3.3<- Employee engagement | 0.855 | 37,568 | |
| Z1.3.4<- Employee engagement | 0.848 | 33,757 | |

Source: Data processed in 2025

Table 1 shows that the output results have met convergent validity because the original sample value is above 0.70 and the t-statistic value is above 1.96, so all statements on the organizational variables citizenship behavior, career development and employee engagement variables and variables can be said to be valid.

b) Test resultsDiscriminant Validity

Table 2. Cross Loading Test Results

| | Organizational citizenship behavior | Career development | Employee engagement |
|--------|--|--------------------|---------------------|
| Y1.1.1 | 0.891 | 0.551 | 0.586 |
| Y1.1.2 | 0.884 | 0.553 | 0.600 |
| Y1.1.3 | 0.937 | 0.538 | 0.656 |
| Y1.1.4 | 0.916 | 0.509 | 0.607 |
| Y1.2.1 | 0.903 | 0.495 | 0.615 |
| Y1.2.2 | 0.893 | 0.457 | 0.557 |
| Y1.3.1 | 0.908 | 0.548 | 0.666 |
| Y1.3.2 | 0.847 | 0.532 | 0.557 |
| Y1.3.3 | 0.947 | 0.548 | 0.710 |
| Y1.4.1 | 0.922 | 0.533 | 0.689 |
| Y1.4.2 | 0.888 | 0.539 | 0.608 |
| Y1.4.3 | 0.869 | 0.527 | 0.566 |
| Y1.4.4 | 0.916 | 0.546 | 0.650 |
| Y1.5.1 | 0.931 | 0.557 | 0.668 |
| Y1.5.2 | 0.845 | 0.440 | 0.601 |
| X1.1 | 0.545 | 0.954 | 0.637 |
| X1.2 | 0.568 | 0.959 | 0.685 |
| X1.3 | 0.582 | 0.926 | 0.666 |
| X1.4 | 0.515 | 0.941 | 0.634 |
| X1.5 | 0.536 | 0.931 | 0.680 |
| X1.6 | 0.487 | 0.935 | 0.667 |
| X1.7 | 0.531 | 0.855 | 0.575 |
| X1.8 | 0.533 | 0.862 | 0.590 |
| Z1.1.1 | 0.734 | 0.613 | 0.883 |
| Z1.1.2 | 0.597 | 0.657 | 0.944 |
| Z1.1.3 | 0.565 | 0.532 | 0.888 |
| Z1.1.4 | 0.616 | 0.666 | 0.957 |
| Z1.2.1 | 0.626 | 0.668 | 0.958 |
| Z1.2.2 | 0.514 | 0.499 | 0.866 |
| Z1.2.3 | 0.642 | 0.695 | 0.945 |
| Z1.2.4 | 0.668 | 0.639 | 0.813 |
| Z1.3.1 | 0.657 | 0.699 | 0.928 |
| Z1.3.2 | 0.639 | 0.683 | 0.931 |
| Z1.3.3 | 0.687 | 0.636 | 0.855 |
| Z1.3.4 | 0.504 | 0.497 | 0.848 |

Source: Data processed in 2025

Table 2 shows that the correlation between the organizational citizenship behavior (Y) variable and its indicator cross-loading values is higher than the correlation between employee engagement (Z) and career development (X). The correlation between the career development (X) variable and its indicator cross-loading values is higher than the correlation between employee engagement (Z) and organizational citizenship behavior (Y). The correlation between the employee engagement (Z) variable and its indicator cross-loading values is higher than the correlation between the career development (X) and organizational citizenship behavior (Y) indicators, indicating that all indicators in each variable are valid. Another method for assessing discriminant validity is by comparing the average variance extracted for each variable with the correlation between the

variable and other variables in the model. The model has sufficient discriminant validity if the AVE value is greater than 0.50. The results of the AVE test in the model can be seen in Table 3.

Table 3. Results of the Average Variance Extracted Value Test

| Research Variables | AVE |
|---|-------|
| Organizational citizenship behavior (Y) | 0.811 |
| Career development (X) | 0.848 |
| Employee engagement (Z) | 0.815 |

Source: Data processed in 2025

Table 3 explains that the AVE values of the variables organizational citizenship behavior, career development and employee engagement are 0.811, 0.848 and 0.815 where each variable has an AVE value of each variable greater than 0.50, so the model can be said to be good.

c) Test results Composite Reliability and Cronbach's Alpha

Table 4. Results of Reliability Testing and Cronbach's Alpha

| Variables | Composite Reliability | Cronbach's Alpha | Information |
|---|-----------------------|------------------|-------------|
| Organizational citizenship behavior (Y) | 0.985 | 0.983 | Reliable |
| Career development (X) | 0.978 | 0.974 | Reliable |
| Employee engagement (Z) | 0.981 | 0.979 | Reliable |

Source: Data processed in 2025

The results of the Composite Reliability and Cronbach's Alpha tests in Table 4 show that the Composite Reliability values for the variables of organizational citizenship behavior, career development, and employee engagement are 0.985, 0.978, and 0.981, respectively, and the Cronbach's Alpha values for the variables of organizational citizenship behavior, career development, and employee engagement are 0.983, 0.974, and 0.979, respectively, where all variables have Composite Reliability and Cronbach's Alpha values above 0.70. These values indicate that the variables of organizational citizenship behavior, career development, and employee engagement have good reliability.

2) Inner Model Testing

a) R-Square

Table 5. R-square Test Results

| Variables | R Square |
|-------------------------------------|----------|
| Employee engagement | 0.487 |
| Organizational citizenship behavior | 0.501 |

Source: Data processed in 2025

Table 5 shows the R-square value of the employee engagement variable of 0.487. This means that 48.7 percent of the variability in the employee engagement construct can be explained by career development variables, while the remaining 51.3 percent of the employee engagement variable is explained by other variables outside the model. The organizational citizenship behavior variable has an R-square value of 0.501. This means that 50.1 percent of the variability in the organizational citizenship behavior construct can be explained by career development and employee engagement variables, the remaining 49.9 percent of

the organizational citizenship behavior variable is explained by other variables outside the model.

b) Q-Square Predictive Relevance (Q2)

Square predictive relevance(Q2) measures how well the observation values generated by the estimation model and its parameters align. A Q-Square value > 0 indicates the model has predictive relevance (Q2), while a Q-Square value < 0 indicates the model does not have predictive relevance (Q2). A Q-Square value > 0.35 (is classified as a strong model), > 0.15 – 0.02 (moderate model) and < 0.02 (weak model). The calculation of Q-Square Predictive Relevance (Q2) is as follows:

$$\begin{aligned} Q2 &= 1 - (1 - R12) (1 - R22) \\ &= 1 - (1 - 0.487) (1 - 0.501) \\ &= 1 - (0.513) (0.499) \\ &= 1 - 0.256 = 0.744 \end{aligned}$$

The result of the Q2 calculation is 0.744, approaching 1. The model's strength and weakness criteria based on the Q-Square Predictive Relevance (Q2) value indicate that this model is classified as strong. The predictive-relevance value of 0.744 means that 74.4 percent of the variation in the organizational citizenship behavior variable can be explained directly or indirectly by the career development and employee engagement variables in the research model, while the remaining 25.6 percent is explained by other variables outside the research model.

Hypothesis Testing

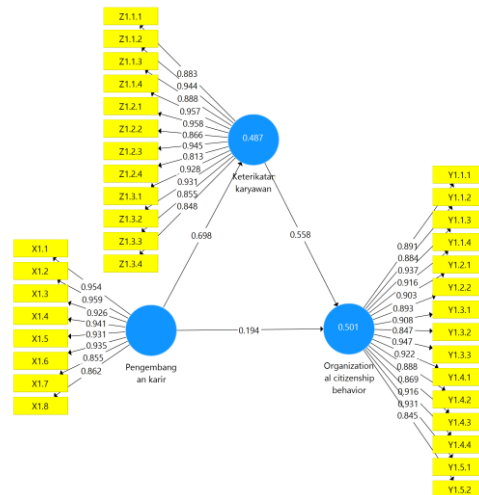


Figure 1. Partial Least Square (PLS) Results

Figure 1 shows that there are four hypotheses in this study, where hypothesis 1 states that there is a positive and significant relationship between career development and organizational citizenship behavior. Hypothesis 2 states that there is a positive and significant relationship between career development and employee engagement. Hypothesis 3 states that there is a positive and significant relationship between employee engagement and organizational citizenship behavior. Hypothesis 4 states that career development has a positive and significant effect on organizational citizenship behavior with employee engagement as a mediating variable. The results of the research hypothesis testing are shown in Table 6.

Table 6. Hypothesis Testing Results

| Hypothesis | Original Sample | t statistic | p-value | Information |
|--|-----------------|-------------|---------|-------------|
| Direct Influence | | | | |
| Career development -> Organizational citizenship behavior | 0.194 | 2,214 | 0.029 | Significant |
| Career development -> Employee engagement | 0.698 | 13,335 | 0,000 | Significant |
| Employee engagement -> Organizational citizenship behavior | 0.558 | 6,862 | 0,000 | Significant |
| Indirect Influence | | | | |
| Career development -> Employee engagement -> Organizational citizenship behavior | 0.390 | 6,003 | 0,000 | Significant |

Soure: Data processed in 2025

Hypothesis Testing Results

Table 6 presents the results of the Partial Least Squares (PLS) analysis used to test the hypotheses formulated in this study. The detailed interpretation of each hypothesis test is as follows:

1. The Effect of Career Development on Organizational Citizenship Behavior

The relationship between career development and organizational citizenship behavior (OCB) shows an original sample value of 0.194, with a p-value of 0.029 (<0.05) and a t-statistic of 2.214 (>1.96), indicating a significant positive effect. This means that improvements in career development initiatives lead to higher levels of OCB among employees at Prama Sanur Beach Bali. Therefore, the first hypothesis is supported.

2. The Effect of Career Development on Employee Engagement

The path coefficient from career development to employee engagement yielded an original sample value of 0.698, with a p-value of 0.000 (<0.05) and a t-statistic of 13.335 (>1.96), signifying a strong positive and statistically significant effect. This implies that enhanced career development significantly increases employee engagement at Prama Sanur Beach Bali. Consequently, the second hypothesis is supported.

3. The Effect of Employee Engagement on Organizational Citizenship Behavior

The relationship between employee engagement and OCB has an original sample value of 0.558, with a p-value of 0.000 (<0.05) and a t-statistic of 6.862 (>1.96), indicating a significant positive influence. Thus, greater employee engagement leads to increased OCB among employees at Prama Sanur Beach Bali. Hence, the third hypothesis is accepted.

4. The Mediating Role of Employee Engagement in the Relationship Between Career Development and Organizational Citizenship Behavior

Employee engagement was found to mediate the relationship between career development and OCB with a p-value of 0.000 (<0.05), a t-statistic of 6.003 (>1.96), and an original sample value of 0.390. In addition, the direct effect of career development on OCB remains significant (p-value = 0.029 <0.05 ; t-statistic = 2.214 >1.96 ; original sample = 0.194). Based on mediation testing criteria, these results indicate partial complementary mediation, meaning that employee engagement partially mediates the effect of career development on OCB at Prama Sanur Beach Bali. Thus, the fourth hypothesis is supported.

Discussion

The Influence of Career Development on Organizational Citizenship Behavior at Prama Sanur Beach Bali

The hypothesis testing results indicate that career development has a positive influence on organizational citizenship behavior (OCB) among employees at Prama Sanur Beach Bali. Thus, the first hypothesis of this study is accepted. Career development is a central concept in human resource research, referring to a set of activities designed to attract, develop, and retain high-potential employees across all organizational levels to achieve strategic goals. Effective career development plays a crucial role in fostering OCB, as employees who receive development opportunities are more likely to reciprocate the organization's investment with discretionary efforts that go beyond formal job requirements.

This finding aligns with the social exchange theory, which posits that the relationship between employees and the organization is reciprocal: employees contribute their labor and efforts, while organizations provide supportive working conditions. When employees perceive that their career growth is valued and facilitated, they feel appreciated and motivated, which encourages greater OCB.

These findings are consistent with previous studies. Research by Kurnianto & Priyono (2023) confirmed a positive relationship between career development and OCB. Similarly, Purwaningtyas (2023), Senoaji et al. (2023), and Kusuma et al. (2023) all reported that career development significantly enhances organizational citizenship behavior among employees.

The Influence of Career Development on Employee Engagement at Prama Sanur Beach Bali

The results also reveal that career development positively affects employee engagement at Prama Sanur Beach Bali, confirming the second hypothesis. Career development signifies progress in an individual's professional trajectory within an organization. Employees who perceive that their growth is supported are more likely to feel enthusiastic, motivated, and committed to their roles. Such appreciation, often demonstrated through career development, fosters a stronger emotional attachment and sense of loyalty to the organization.

In line with social exchange theory, career development is seen as an organizational investment that, when reciprocated, yields higher levels of employee engagement. Through training, mentoring, and promotion, organizations provide support and recognition that encourages employees to respond with deeper engagement and commitment.

This conclusion supports the findings of Setiawan & Negoro (2023), who established a significant positive relationship between career development and employee engagement. Likewise, Wardaningtri et al. (2024) and Paijan & Rumaharbo (2020) found that improved career development correlates with higher employee engagement levels.

The Influence of Employee Engagement on Organizational Citizenship Behavior at Prama Sanur Beach Bali

The study also demonstrates that employee engagement has a significant positive influence on OCB, validating the third hypothesis. Employee engagement refers to a positive, fulfilling, and work-related state of mind. Highly engaged employees tend to display stronger OCB by exhibiting enthusiasm, commitment, and willingness to go beyond formal job duties for the success of the organization.

This is well-explained by social exchange theory, which emphasizes mutual benefit in the employee–organization relationship. When employees feel emotionally connected to their workplace, they are more inclined to respond to the organization's support with extra-role behaviors, contributing positively to organizational effectiveness.

These findings are in line with studies conducted by Hidayati & Priyono (2022), Ristiarli & Nugroho (2024), and Musoli & Yamini (2020), all of which confirm a significant positive relationship between employee engagement and OCB.

The Mediating Role of Employee Engagement in the Relationship Between Career Development and Organizational Citizenship Behavior at Prama Sanur Beach Bali

The results further reveal that employee engagement partially and complementarily mediates the relationship between career development and OCB. Thus, the fourth hypothesis is accepted. Career development, as an indicator of status improvement within an organizational career path, strengthens employee engagement, creating a sense of appreciation and loyalty that eventually leads to higher levels of OCB.

Again, based on social exchange theory, career development represents an organizational investment that employees perceive as valuable. In response, employees increase their emotional engagement and are more inclined to exhibit citizenship behaviors. Organizations that invest in development initiatives—such as training, coaching, and advancement opportunities—enable a reciprocal relationship in which employees contribute above and beyond their job descriptions.

This mediating effect is consistent with the study by Yusuf (2024), who found that employee engagement significantly mediates the relationship between career development and organizational citizenship behavior.

4. CONCLUSION

1. Career development has a positive and significant influence on organizational citizenship behavior among employees at Prama Sanur Beach Bali. This implies that enhanced career development initiatives lead to increased OCB.

2. Career development positively and significantly influences employee engagement. As career advancement opportunities improve, employee engagement tends to increase.
3. Employee engagement positively and significantly affects organizational citizenship behavior. Higher engagement leads to a greater tendency among employees to exhibit OCB.
4. Employee engagement partially and complementarily mediates the effect of career development on organizational citizenship behavior. This suggests that OCB emerges more strongly when employees feel engaged, which is significantly influenced by effective career development efforts.

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