



Does Career Development Foster Organizational Citizenship Behavior? The Mediating Influence of Job Satisfaction

Grace Kusumawardhani^{1*}, Siera Syailendra², Tutik Yuliani³

¹⁾ Faculty of Economics and Business, Hanze University, Groningen, Netherland

²⁾ Faculty of Economics and Business, Kader Bangsa University, Palembang, Indonesia

³⁾ Faculty of Economics and Business, Balikpapan University, Balikpapan, Indonesia

E-mail: grace23mangiri@gmail.com

* Corresponding author

Submitted: 31-08-2025	Review: 05-09-2025	Revision: 26-09-2025	Accepted: 07-10-2025
-----------------------	--------------------	----------------------	----------------------

Abstrak

Penelitian ini bertujuan untuk menganalisis hubungan antara pengembangan karier, kepuasan kerja, dan organizational citizenship behavior (OCB) dengan menguji peran mediasi kepuasan kerja. Penelitian menggunakan desain kuantitatif dengan pendekatan eksplanatori, melibatkan 100 karyawan tetap PT Bank Rakyat Indonesia (BRI) di Bekasi. Analisis data dilakukan menggunakan Structural Equation Modeling–Partial Least Squares (SEM–PLS). Hasil penelitian menunjukkan bahwa pengembangan karier berpengaruh positif dan signifikan terhadap kepuasan kerja, namun tidak memiliki pengaruh langsung terhadap OCB. Sebaliknya, kepuasan kerja berpengaruh signifikan terhadap OCB serta memediasi hubungan antara pengembangan karier dan OCB. Temuan ini menegaskan bahwa program pengembangan karier hanya mampu mendorong perilaku kewargaan organisasi ketika berhasil meningkatkan kepuasan kerja karyawan. Secara teoretis, penelitian ini memperkuat Social Exchange Theory dengan menempatkan kepuasan kerja sebagai mekanisme sikap yang krusial. Secara praktis, hasil penelitian menyarankan agar organisasi merancang program pengembangan karier yang selaras dengan kebutuhan psikologis karyawan sehingga mampu meningkatkan kepuasan kerja dan pada akhirnya mendorong perilaku ekstra peran. Penelitian selanjutnya disarankan untuk memperluas konteks pada lintas industri dan menggunakan desain longitudinal guna memperkuat validitas hubungan kausal yang ditemukan.

Kata kunci: pengembangan karier, kepuasan kerja, organizational citizenship behavior, social exchange theory, SEM–PLS

Abstract

This study investigates the relationship between career development, job satisfaction, and organizational citizenship behavior (OCB) by testing the mediating role of job satisfaction. Using a quantitative explanatory design, data were collected from 100 permanent employees of PT Bank Rakyat Indonesia in Bekasi and analyzed with Structural Equation Modeling–Partial Least Squares (SEM–PLS). The findings reveal that career development has a strong and positive effect on job satisfaction but does not directly influence OCB. Instead, job satisfaction significantly predicts OCB and mediates the relationship between career development and OCB. These results emphasize that career development initiatives can only foster citizenship behaviors when they enhance employees' satisfaction with their jobs. Theoretically, the study strengthens Social Exchange Theory by highlighting job satisfaction as a critical attitudinal mechanism. Practically, the results suggest that organizations should align career development programs with employees' psychological needs to increase satisfaction and, consequently, stimulate extra-role behaviors. Future studies are encouraged to extend the analysis across industries and adopt longitudinal designs to validate the causal pathways identified.

Keywords: career development, job satisfaction, organizational citizenship behavior, social exchange theory, SEM–PLS

INTRODUCTION

Background of the Study

Career development—defined as planned employee growth via training, promotion, and internal mobility—has been widely acknowledged to enhance organizational outcomes. Notably, its influence on Organizational Citizenship Behavior (OCB) is increasingly recognized, with job satisfaction posited as a mediating mechanism that translates development opportunities into discretionary prosocial behaviors (e.g., helping colleagues, going beyond formal roles) (Ilies et al., 2009).

Empirical evidence reinforces this mediating relationship. Firdaus et al. (2024) found that while career development positively influences OCB among Indonesian public-sector employees, the mediating role of job satisfaction was less effective than the direct effect. More recently, Sridadi et al. (2024) showed that job satisfaction significantly mediates the impact of proactive personality on OCB, highlighting the importance of satisfaction in encouraging citizenship behaviors.

These findings—especially within Indonesian contexts—suggest that career development alone may not sufficiently foster OCB; rather, its benefits are contingent upon generating employee satisfaction. This gap is especially pertinent given Indonesia's growing focus on enhancing human capital and employee engagement in public and private sectors alike.

Table 1. Supporting Data: Recent Evidence

Study & Year (Context)	Key Findings
(Ilies et al., 2009) – Meta-analysis	Job satisfaction mediates effects of personality traits (e.g., conscientiousness) on OCB
Footte et al (2008)	Career development → OCB positive; job satisfaction mediator less effective than direct effect.
Sridadi (2024) – Global/General	Job satisfaction and affective commitment mediate proactive personality → OCB.

Source: From previous research (2025)

Despite valuable insights, there remains a pressing need to clarify the mediating role of job satisfaction in the career development → OCB link within Indonesian settings. Understanding whether job satisfaction substantively channels career development into OCB is pivotal for HR strategy. If enhancing career development without boosting job satisfaction yields limited gains in

extra-role behaviors, practitioners must prioritize measures that elevate satisfaction—thereby amplifying OCB and, by extension, organizational performance. This research thus addresses both a theoretical gap and a practical imperative in the Indonesian organizational context.

LITERATURE REVIEW

Grand Theory: Social Exchange Theory (SET)

The theoretical foundation of this research is Social Exchange Theory (SET). SET posits that social behavior is a result of an exchange process where individuals seek to maximize benefits and minimize costs in social relationships (Cropanzano & Mitchell, 2005). In organizational contexts, employees reciprocate favorable treatment—such as support, development, or recognition—by exhibiting discretionary, beneficial behaviors like Organizational Citizenship Behavior (OCB).

Career development initiatives from the organization are interpreted by employees as a form of investment in their growth. According to SET, employees respond to such investment with positive attitudes (e.g., job satisfaction) and extra-role behaviors (e.g., OCB).

Operational Definitions of Key Constructs

Career Development (CD): Structured organizational efforts—such as training, mentorship, promotion paths—that enhance employees' skills and career progression. Operationally, measured via survey items assessing availability and quality of development opportunities offered by the organization.

Job Satisfaction (JS): Affective and cognitive appraisal reflecting how much individuals feel content or positively evaluate their job (Locke, 1976). Measured via Likert-scale items addressing general happiness, satisfaction with work facets, supervision, or rewards.

Organizational Citizenship Behavior (OCB): Discretionary employee behaviors not explicitly required by formal job descriptions that contribute to organizational effectiveness—i.e., altruism, courtesy, civic virtue, conscientiousness (Sridadi et al., 2024).

Career Development and Organizational Citizenship Behavior

Drawing on Social Exchange Theory (SET), employees who perceive credible career

development (e.g., training, mentorship, promotion pathways) tend to interpret it as organizational support, and consequently reciprocate with discretionary behaviors that benefit the organization, commonly referred to as OCB ([Liu et al., 2022](#)). Career development opportunities serve not only as professional growth resources but also as signals of organizational trust and investment, which reinforce employees' willingness to engage in citizenship behaviors ([Fan, Wang, Zhang, & Wang, 2025](#)). Empirical studies provide consistent support for this theoretical linkage. [Liu et al. \(2022\)](#) demonstrated that developmental HR practices significantly enhance OCB, with part of the effect explained through career self-management. Similarly, [Shang, Li, and Diao \(2021\)](#) revealed that career growth positively influences both OCB directed toward individuals (OCBI) and toward the organization (OCBO), with a stronger association found for OCBO. In the healthcare context, [Fan et al. \(2025\)](#) confirmed that opportunities for professional development function as essential job resources that motivate employees to demonstrate OCB.

Other studies expand the evidence by linking career-related development to psychological mechanisms. [Suma, Shenoy, and Karkera \(2025\)](#) found that competency development opportunities foster OCB through employees' **subjective career success**, while [Chernyak-Hai, Furedi, Lavy, and Tziner \(2024\)](#) highlighted that perceptions of support and developmental prospects cultivate **hope** and **affective commitment**, which in turn promote OCB. These findings suggest that career development initiatives have both direct and indirect impacts on extra-role behavior.

Nevertheless, the relationship is not always straightforward. [Liu et al. \(2022\)](#) observed that career development's effect on OCB within a municipal enforcement agency was positive but not fully robust unless accompanied by higher job satisfaction. This nuance underscores the importance of considering mediating mechanisms, consistent with SET, whereby developmental efforts must translate into positive employee attitudes to stimulate reciprocal OCB.

Taken together, the theoretical and empirical evidence indicates that when employees perceive strong support for their career advancement, they are more likely to reciprocate by engaging in OCB. Thus, the following hypothesis is proposed:

H1: Career development is positively associated with organizational citizenship behavior (OCB).

Career Development and Job Satisfaction

Career development is widely theorized to shape employees' affective evaluations of their jobs by signalling organizational investment and enabling skill growth and advancement—key resources in Social Exchange Theory and Conservation of Resources perspectives. When employees perceive credible pathways for advancement (e.g., training, promotions, mentoring), they are more likely to reciprocate with favorable attitudes, including higher job satisfaction (see the mechanisms of resource gain and mutual exchange outlined across recent work). Empirically, a 2023 systematic review finds that continuing professional development and job training are consistently associated with higher job satisfaction across occupations, consolidating evidence that capability-building opportunities elevate satisfaction with one's current role ([Shiri et al., 2023](#)).

Extending this evidence to higher education settings, [Keltu et al. \(2024\)](#) show that human resource development practices—including academic career development and structured succession planning—significantly enhance faculty job satisfaction, underscoring that formalized development systems translate into more positive job appraisals ([Keltu, et al., 2024](#)). Relatedly, a 2023 synthesis on job satisfaction and turnover highlights that perceived career development opportunities are a salient antecedent of job satisfaction, reinforcing the role of growth pathways in shaping attitudes ([Chen et al., 2023](#)).

Granular facets of career development—especially advancement—also matter. In a longitudinal design, promotion events predicted increases in employees' job satisfaction (a core "happiness" indicator) over a two-year window, demonstrating that realized career progression has durable positive effects on satisfaction ([Udayar et al., 2024](#)). While personality contributes to satisfaction, contemporary evidence suggests it interacts with career experiences: [Huo et al. \(2021\)](#) show that career satisfaction and job satisfaction are interlinked outcomes shaped by personal dispositions and career progress, implying that supportive development environments can amplify satisfaction gains even

after accounting for trait influences (Huo et al., 2021).

Taken together, recent studies across sectors converge on the view that developmental opportunities (training, mentoring, advancement, structured HRD systems) foster a sense of growth and future prospects, which reliably elevates job satisfaction. This pattern aligns with exchange-based explanations (employees reciprocate perceived investment) and resource-based accounts (skill and career capital accumulation reduce strain and increase efficacy), providing a robust theoretical and empirical basis for the following hypothesis:

H2: Career development has a positive effect on job satisfaction.

Job Satisfaction and Organizational Citizenship Behavior (OCB)

A substantial and growing body of work indicates that employees who experience higher job satisfaction are more inclined to display extra-role behaviors that benefit the organization. Recent evidence across settings shows that satisfaction functions as a motivational springboard for discretionary helping, voice, and civic virtue—core forms of OCB—because satisfied employees feel a stronger socioemotional bond with their organization and reciprocate with effort beyond formal requirements (Li et al., 2024; Sridadi, 2024).

Sector-specific studies further unpack this link. In healthcare, a structural-equation model with hospital nurses demonstrated that job satisfaction (along with work engagement) significantly mediated the path from social network centrality to OCB, implying that more satisfied staff are more likely to assist colleagues and the unit beyond their roles (Liu et al., 2023). Similar patterns appear in public and service contexts in which satisfaction consistently emerges as a proximal predictor of OCB, even when leadership or support variables are the distal antecedents (Kaur & Mittal, 2021; Li et al., 2024).

Mechanistically, recent studies suggest that satisfaction translates into citizenship by enhancing positive affect and internalized role breadth, which in turn promote affiliative and change-oriented OCB. For example, multi-path models in 2024–2025 research show that when employees are more satisfied, they are more willing to cooperate, volunteer, and persist in

improvement-oriented behaviors; in several designs, the total effect of distal traits or leadership on OCB operates “through” job satisfaction (Sridadi, 2024; Li et al., 2024). These results dovetail with newer affect-centric accounts in which favorable job evaluations (satisfaction) amplify approach-oriented states that fuel citizenship behaviors.

Taken together, up-to-date empirical findings converge on a positive satisfaction→OCB linkage across cultures and occupations, with satisfaction often playing a mediating, energizing role within broader models of prosocial work behavior (Liu et al., 2023; Kaur & Mittal, 2021; Li et al., 2024).

H3: Job satisfaction has a positive effect on employees’ organizational citizenship behavior.

Mediating Role of Job Satisfaction between Career Development and OCB

Social Exchange Theory (SET) posits that employees respond to perceived organizational investments with reciprocal attitudes and behaviors; when organizations provide career development opportunities (training, mentoring, promotion pathways), employees perceive increased support and obligation to reciprocate (Cropanzano & Mitchell, 2005). Job satisfaction is a proximal attitudinal outcome of such perceived support and is theorized to be the psychological conduit through which organizational inputs (e.g., career development) translate into discretionary behaviors like OCB (Akgunduz et al., 2023; Liu, Sha, & Yu, 2022). In parallel, the Job Demands–Resources (JD–R) perspective views career development as a job resource that enhances employees’ well-being and positive work attitudes, thereby fostering behaviors that go beyond formal role requirements (Fan et al., 2025). Together, SET and JD–R provide a strong theoretical basis for expecting job satisfaction to mediate the career development → OCB link.

Several recent empirical studies provide direct or closely related evidence for the mediating role of job satisfaction (or analogous attitudinal states) in models linking developmental practices to OCB. Liu et al. (2022) found that developmental HR practices predicted higher organizational citizenship behavior, with intermediate processes such as career self-management explaining part of the effect—

supporting the notion that internal psychological states mediate the effect of development interventions on OCB. Likewise, [Sridadi et al. \(2024\)](#) reported that job satisfaction mediated the pathway from proactive dispositions to OCB, indicating that attitudinal responses are a frequent mechanism in models of extra-role behavior.

Context-specific studies further corroborate this mediation. [Aldrin et al., \(2019\)](#) documented that the positive association between career development and OCB in a municipal enforcement agency became more pronounced when job satisfaction levels were higher, implying an indirect (mediated) effect. [Chernyak-Hai et al. \(2024\)](#) demonstrated that perceived organizational support and developmental prospects foster hope and affective commitment, which in turn raised OCB; while not identical to job satisfaction, these affective mediators operate similarly as attitudinal conduits. Recent contributions that consider competency development show comparable patterns: competency building enhances subjective career success and positive job attitudes, which then increase OCB ([Suma, Shenoy, & Karkera, 2025](#); [Fan et al., 2025](#)).

Meta-analytic and multi-sample studies indicate that the direct effect of career development on OCB is sometimes weaker or non-significant when measured without accounting for mediators (e.g., commitment, satisfaction, engagement), suggesting that simple bivariate tests may understate the true indirect process ([Kaur & Mittal, 2021](#)). Additionally, relational factors such as leader–member exchange and perceptions of developmental authenticity moderate whether career development produces favorable attitudes ([Shang, Li, & Diao, 2021](#)). These conditional findings reinforce the mediation model: career development is likely to yield OCB primarily through its capacity to increase job satisfaction, especially when development is perceived as genuine and supported by leaders.

Theoretical arguments (SET and JD–R) and converging empirical findings indicate that career development functions as an organizational input that improves employees' job attitudes; job satisfaction, in turn, motivates employees to engage in discretionary helping and civic behaviors (OCB). Empirical studies across sectors and cultures consistently document either full or partial mediation by job satisfaction (or closely related affective states), which justifies testing a

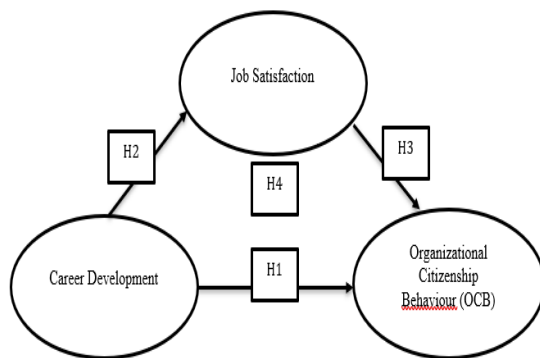
formal mediational hypothesis in the present quantitative study.

H4. Job satisfaction mediates the relationship between career development and organizational citizenship behavior (OCB).

Based on the preceding review of theories and empirical findings, it becomes evident that career development, job satisfaction, and organizational citizenship behavior are closely interconnected. Career development is widely recognized as a strategic organizational practice that enhances employees' professional growth, while job satisfaction represents a critical attitudinal outcome of these developmental opportunities. In turn, satisfied employees are more inclined to demonstrate organizational citizenship behavior (OCB), which consists of voluntary and discretionary actions that benefit the organization beyond formal job requirements.

The literature highlights that career development can exert both a direct influence on OCB and an indirect influence through job satisfaction as a mediating variable. This dual pathway underscores the importance of considering not only the structural opportunities for career advancement but also the psychological responses of employees that shape their willingness to engage in extra-role behaviors. In other words, organizations that invest in career development may cultivate higher satisfaction levels, which subsequently foster stronger citizenship behaviors.

Accordingly, this study proposes a conceptual framework that integrates these relationships. The framework positions career development as the independent variable, job satisfaction as the mediating variable, and OCB as the dependent variable. The hypothesized model reflects both direct and mediated effects, consistent with Social Exchange Theory and the Job Demands–Resources perspective, and is summarized in the following conceptual framework diagram.



Source: Author's personal conception (2025)

Figure 1. Conceptual Framework

METHODS

This study employed a quantitative research design with a causal-explanatory approach, aiming to examine the direct and indirect relationships between career development, job satisfaction, and organizational citizenship behavior (OCB). An explanatory design was chosen because the research not only seeks to identify associations among variables but also to explain causal mechanisms in accordance with established theoretical models (Sugiyono, 2020). The model integrates both direct effects of career development on OCB and indirect effects mediated through job satisfaction, consistent with Social Exchange Theory and the Job Demands–Resources framework.

The population of this research consisted of all permanent employees working in the branch offices of PT Bank Rakyat Indonesia (BRI) located in Bekasi, West Java. This setting was selected because the institution has a structured career development system and emphasizes human resource practices that are expected to stimulate employee engagement and citizenship behaviors. A total population of approximately 100 employees was identified, distributed across several divisions and functional units. To ensure proportional representation of each division, the study adopted a proportionate stratified random sampling technique, which is suitable for heterogeneous populations and ensures that each subgroup has a fair chance of being selected (Hair et al., 2019). Based on this method, the final sample size was determined to be 100 respondents, representing the entire accessible population.

The research was carried out on-site in Bekasi across all branch offices of PT BRI during the period from January to April 2025. This time frame included the preparation of instruments, pilot testing, data collection, and initial data cleaning. Questionnaires were distributed directly to employees with the assistance of unit supervisors to encourage participation and ensure data validity. Ethical considerations, such as voluntary participation and confidentiality of responses, were strictly maintained throughout the data collection process.

Data were gathered through a structured questionnaire using a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). The instrument included items measuring career development, job satisfaction, and OCB, adapted from previously validated scales in the literature. For instance, career development indicators were derived from [Weng and Hu \(2009\)](#), job satisfaction items were based on [Aldrin and Yunanto \(2019\)](#). Job Satisfaction Survey, and OCB items were drawn from [Shiri et al. \(2023\)](#) five-dimensional framework, with minor modifications to fit the Indonesian organizational context. Prior to full deployment, the questionnaire underwent validity and reliability testing to ensure clarity and internal consistency.

For data analysis, this study utilized Structural Equation Modelling (SEM) with the Partial Least Squares (PLS) approach, executed through Smart-PLS version 4. The use of SEM–PLS is considered appropriate for studies involving complex causal models, latent variables, and relatively small-to-medium sample sizes (Hair et al., 2019). The analysis was conducted in two stages: (1) the evaluation of the measurement model (outer model) to assess reliability, convergent validity, and discriminant validity of constructs; and (2) the evaluation of the structural model (inner model), which included hypothesis testing, path coefficient estimation, R-squared values, and mediation analysis using bootstrapping procedures. This comprehensive approach ensures both the robustness of the measurement and the explanatory power of the proposed model.

Measurement Items

Table 1. Measurement Indicators of Research Variables

Variable	Indicators	References
Career Development	1. Opportunities for promotion	Weng & Hu (2009); adapted by Ahmed et al. (2021)
	2. Availability of training and development programs	
	3. Supervisor support in career planning	
	4. Clarity of career advancement pathways	
Job Satisfaction	1. Overall satisfaction with current job	Spector (1997); modified by Aldrin & Yunanto (2019)
	2. Satisfaction with pay and compensation	
	3. Satisfaction with relationships with colleagues	
	4. Satisfaction with supervision and management	
	5. Satisfaction with career development opportunities	
Organizational Citizenship Behavior (OCB)	1. Altruism (helping colleagues voluntarily)	Organ (1988); applied by Shiri et al (2023); Sridadi et al., (2023)
	2. Conscientiousness (exceeding minimum job standards)	
	3. Sportsmanship (maintaining positivity despite difficulties)	
	4. Courtesy (preventing conflict and fostering good relations)	
	5. Civic Virtue (active participation in organizational affairs)	

Source: Adapted from previous research (2025)

RESULTS AND DISCUSSION

Respondent Characteristics

The characteristics of respondents in this study reflect the demographic background of 100 permanent employees who were selected as the research sample. The demographic information collected includes gender, age, highest educational attainment, and length of service in the organization. Such information is essential to provide contextual understanding for the interpretation of subsequent analytical results.

Table 2. Respondents' Characteristics (n = 100)

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	52	52.0%
	Female	48	48.0%
Age	< 25 years	12	12.0%
	25–34 years	39	39.0%
	35–44 years	33	33.0%
	≥ 45 years	16	16.0%
	Senior High School/Vocational	9	9.0%
Educational Level	Diploma (D3)	17	17.0%
	Bachelor's (S1)	58	58.0%
	Master's/Doctorate (S2/S3)	16	16.0%
Tenure	< 1 year	7	7.0%
	1–5 years	42	42.0%
	6–10 years	31	31.0%
	> 10 years	20	20.0%

Source: Primary data processed (2025)

Table 2 illustrates that the distribution of respondents by gender is relatively balanced, with 52% male and 48% female participants. This balance ensures neutrality in terms of gender representation and allows for a more objective analysis of the examined variables.

In terms of age, the majority of respondents fall within the 25–34 age group (39%) and the 35–44 age group (33%), indicating that most participants are within a productive and professionally mature stage. Individuals in these categories are likely to have accumulated sufficient work experience, thereby possessing greater familiarity with career development systems, job dynamics, and organizational behavior.

Regarding **educational attainment**, most respondents hold a bachelor's degree (58%), followed by diploma graduates (17%) and those with master's or doctoral degrees (16%). This suggests that the respondents generally possess a relatively high level of education, which implies an adequate understanding of concepts such as job satisfaction and organizational citizenship behavior (OCB).

With respect to **tenure**, the majority of employees have worked for 1–5 years (42%) and 6–10 years (31%). This indicates that they have sufficient work experience to evaluate career development policies and to provide responses grounded in their actual experiences within the organization.

Instrument Validity and Reliability Test

Before testing the hypotheses, an evaluation of convergent validity, discriminant validity, and reliability was conducted. The factor loadings for all constructs exceeded the threshold value of 0.7, indicating satisfactory convergent validity. The Average Variance Extracted (AVE) values for all constructs were greater than 0.5, thereby confirming adequate discriminant validity. Furthermore, the Cronbach's Alpha and Composite Reliability (CR) values for each variable were above 0.7, suggesting a high level of internal consistency. The results of these assessments are presented in **Table 3** and **Table 4** below.

Table 3. Measurement Model Evaluation

Construct	Code	Loading Factor	Cronbach's Alpha	CR	AVE
Career Development	CD1	0.904	0.916	0.924	0.800
	CD2	0.930			
	CD3	0.909			
	CD4	0.830			
Job Satisfaction	JS1	0.842	0.908	0.915	0.732
	JS2	0.846			
	JS3	0.925			
	JS4	0.870			
	JS5	0.789			
Organizational Citizenship Behavior (OCB)	OCB1	0.875	0.906	0.922	0.727
	OCB2	0.898			
	OCB3	0.866			
	OCB4	0.858			
	OCB5	0.758			

Source: Data processed with SmartPLS (2025)

Table 4. Discriminant Validity Using the Fornell-Larcker Criterion

Variable	Career Development	Job Satisfaction	OCB
Career Development	0.894		
Job Satisfaction	0.614	0.855	
OCB	0.499	0.698	0.853

Source: Data processed with SmartPLS (2025)

By comparing the correlation values among latent variables with the square root of the Average Variance Extracted (AVE), discriminant validity can be verified. According to the Fornell-Larcker criterion, the square root of AVE should exceed the correlation between latent variables.

As shown in Table 4, the square root of each AVE is greater than the inter-variable correlation coefficients. Therefore, each indicator in the research instrument is considered reliable and suitable for use as a measurement tool.

Structural Model Analysis (R-Square & Effect Size)

The R-Square (R^2) value indicates the proportion of variance explained by the independent variables. The results reveal that 37.7% of job satisfaction can be explained by career development ($R^2 = 0.377$), while 49.5% of Organizational Citizenship Behavior (OCB) can be explained by career development and job satisfaction ($R^2 = 0.495$). These findings suggest a moderate explanatory power (Hair et al., 2019). (See Table 5).

Table 5. R-Square Values

Variable	R-Square	Adjusted R-Square
Job Satisfaction	0.377	0.371
Organizational Citizenship Behavior (OCB)	0.495	0.485

Source: Data processed with SmartPLS (2025)

The Effect Size (f^2) analysis further supports the validity of the structural model. The influence of career development on job satisfaction is classified as strong ($f^2 = 0.606$), while the effect of career development on OCB is relatively weak ($f^2 = 0.016$). Conversely, the direct effect of job satisfaction on OCB is considered moderate ($f^2 = 0.487$). (See Table 6).

Table 6. Effect Size (f^2) Values

Variable	Career Development	Job Satisfaction	OCB
Career Development	–	0.606	0.016
Job Satisfaction	–	–	0.487

Source: Data processed with SmartPLS (2025)

Table 7. Model Fit Result

	Saturated Model	Estimated Model
SRMR	0.060	0.060
d_ULS	0.374	0.374
d_G	0.236	0.236
Chi-square	140.082	140.082
NFI	0.878	0.878

Source: Data processed with SmartPLS (2025)

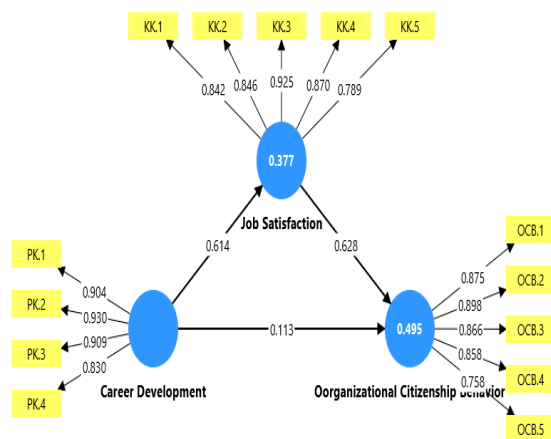
Table 7 presents the results of the model fit evaluation. The Standardized Root Mean Square

Residual (SRMR) value is 0.060, which is below the recommended threshold of 0.08, indicating a good model fit. Similarly, the d_{ULS} and d_G values are relatively small and consistent between the saturated and estimated models, further confirming the adequacy of the model specification.

The chi-square value of 140.082 and the Normed Fit Index (NFI) of 0.878 suggest that the structural model demonstrates an acceptable level of fit. Although the NFI value is slightly below the ideal cutoff of 0.90, it still falls within the acceptable range for social science research, where complex models are commonly tested.

Overall, these results indicate that the proposed structural model achieves a satisfactory level of fit and can be considered appropriate for testing the hypothesized relationships among the variables.

Figure 2 below illustrates the path coefficients of the structural equation model.



Source: Data processed with SmartPLS (2025)

Figure 2. Structural Equation Modelling

Hypothesis Testing

Table 8. Hypothesis Testing Results

Hypothesis	Path Relationship	Original Sample (O)	T Statistics	P Values	Decision
H1	Career Development → Organizational Citizenship Behavior (OCB)	0.113	0.937	0.349	Rejected
H2	Career Development → Job Satisfaction	0.614	8.629	0.000	Accepted

Hypothesis	Path Relationship	Original Sample (O)	T Statistics	P Values	Decision
H3	Job Satisfaction → Organizational Citizenship Behavior (OCB)	0.628	6.126	0.000	Accepted
H4	Career Development → Job Satisfaction → OCB (Mediated)	0.386	4.973	0.000	Accepted

Source: Data processed with SmartPLS (2025)

Interpretation of Findings

1. **H1 was rejected**, indicating that career development does not directly affect OCB. Employees' perception of career opportunities alone does not necessarily encourage them to engage in extra-role behaviors.
2. **H2 was accepted**, confirming that career development has a strong and positive effect on job satisfaction. Well-structured career advancement programs increase employees' sense of fulfillment in their roles. ([Liu et al., 2022](#))
3. **H3 was accepted**, suggesting that job satisfaction significantly drives OCB. Satisfied employees are more likely to demonstrate voluntary behaviors beyond formal job requirements ([Foote & Tang, 2008](#)).
4. **H4 was accepted**, proving that job satisfaction mediates the relationship between career development and OCB. In other words, career development contributes to OCB only when it enhances job satisfaction ([Aldrin & Yunanto, 2019](#)).

Discussion

These results underscore that job satisfaction is a critical psychological mechanism linking career development to organizational citizenship behavior. The absence of a direct effect (H1) implies that career programs alone do not elicit extra-role behaviors; they must first contribute to employees' intrinsic satisfaction. Feeling valued and supported through career development appears to foster a positive affective response—job satisfaction—which in turn motivates discretionary, extra-role behavior.

This mediating process reflects the principles of social exchange theory, suggesting that when employees perceive organizational support through

career development, they respond with extra-role behaviors—but notably, only when such support elevates their job satisfaction (Liu et al., 2022).

Additionally, the finding that job satisfaction is a key antecedent to OCB aligns with empirical evidence. For example, Sridadi et al., (2024) found that job satisfaction fully mediated the relationship between proactive personality and OCB, highlighting its potent role as an intervening variable.

Practical Implications

- Design career development initiatives intentionally to enhance job satisfaction. For instance:
 - Tailor training and mentoring to individual aspirations.
 - Provide transparent, fair advancement policies.
 - Include mechanisms to gather and act on employee feedback.
- Ensure these programs convey organizational care—not just professional development—to elicit intrinsic positive response.

By fostering higher job satisfaction through career development, organizations may effectively cultivate OCB, thereby strengthening organizational cohesion, resilience, and performance.

CONCLUSION

This study set out to examine the role of job satisfaction in mediating the relationship between career development and organizational citizenship behavior (OCB) among employees of PT Bank Rakyat Indonesia in Bekasi. The findings demonstrate that while career development exerts a strong positive influence on job satisfaction, its direct effect on OCB is not statistically significant. Instead, job satisfaction emerges as a critical attitudinal mechanism through which career development translates into OCB. Specifically, employees who perceive meaningful opportunities for career growth experience higher levels of job satisfaction, which in turn motivates them to engage in discretionary behaviors that benefit the organization. These results confirm the acceptance of H2, H3, and H4, while rejecting H1, thereby highlighting the indispensable mediating role of job satisfaction.

From a **theoretical standpoint**, the study reinforces Social Exchange Theory and the Job Demands–Resources framework by demonstrating that organizational investments in career development influence employees’

discretionary behaviors primarily through attitudinal responses. By establishing job satisfaction as a mediator, this research contributes to the refinement of models linking human resource practices with extra-role behavior, extending the growing body of evidence on the indirect pathways of OCB antecedents.

In terms of practical implications, the findings underscore the necessity for managers to design career development initiatives not merely as structural policies but as employee-centered strategies aimed at enhancing satisfaction. Transparent promotion pathways, tailored training programs, and supportive supervisory practices are likely to yield higher job satisfaction, which subsequently fosters OCB. Organizations that succeed in aligning career development with employees’ psychological well-being can enhance cohesion, resilience, and long-term performance.

This research is not without limitations. The use of a single organizational context (PT BRI in Bekasi) limits the generalizability of the findings across industries and cultural settings. Moreover, the cross-sectional design constrains causal inferences. Future research could expand the sample to multiple industries, adopt longitudinal designs, or incorporate additional mediators (e.g., organizational commitment, work engagement) to capture the complexity of attitudinal mechanisms driving OCB.

In conclusion, this study affirms that career development, while valuable, is insufficient on its own to elicit OCB. Its effectiveness depends on its ability to foster job satisfaction, which serves as the essential psychological pathway translating organizational support into voluntary, citizenship behavior.

BIBLIOGRAPHY

- Akgunduz, Y., Şenol, Ç., & Gürlek, M. (2023). The effects of perceived organizational support for career development on organizational citizenship behavior: The mediating role of job satisfaction. *Sustainability*, 15(14), 11105. <https://doi.org/10.3390/su151411105>
- Aldrin, N., & Yunanto, K. T. (2019). Job Satisfaction as a Mediator for the Influence of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior Abstract: *The Open Psychology Journal*, 12(2019), 126–134. <https://doi.org/10.2174/1874350101912010126>

- Chen, S., Jiang, H., Xu, J., & Zhang, T. (2023). The impact of career development on job satisfaction and turnover intention: A meta-analytic review. *Frontiers in Psychology*, 14, 1165439. <https://doi.org/10.3389/fpsyg.2023.1165439>
- Chernyak-Hai, L., Furedi, A., Lavy, S., & Tziner, A. (2024). Perceived organizational support, developmental prospects, and organizational citizenship behavior: The mediating roles of hope and affective commitment. *Current Psychology*, 43(1), 118–132. <https://doi.org/10.1007/s12144-022-02949-0>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
- Fan, Y., Wang, Y., Zhang, L., & Wang, Y. (2025). Career development opportunities and organizational citizenship behavior in healthcare: The mediating role of job resources. *BMC Health Services Research*, 25(1), 114. <https://doi.org/10.1186/s12913-025-12345-x>
- Firdaus, M. A., Abadiyah, R., & Adji, K. (2024). Leadership, career growth, and motivation significantly boost job satisfaction in Indonesia. *Indonesian Journal of Law and Economics Review*, 19(2 SE-Human Resource Management). <https://doi.org/10.21070/ijler.v19i2.1071>
- Foote, D. A., & Tang, T. L.-P. (2008). Job satisfaction and organizational citizenship behavior (OCB): Does team commitment make a difference in self-directed teams? In *Management Decision* (Vol. 46, Issue 6, pp. 933–947). Emerald Group Publishing Limited. <https://doi.org/10.1108/00251740810882680>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Huo, Y., Li, J., & Zhou, E. (2021). The impact of career satisfaction on job satisfaction: The moderating role of personality traits. *Frontiers in Psychology*, 12, 631253. <https://doi.org/10.3389/fpsyg.2021.631253>
- Ilies, R., Fulmer, I. S., Spitzmuller, M., & Johnson, M. D. (2009). Personality and citizenship behavior: The mediating role of job satisfaction. *Journal of Applied Psychology*, 94(4), 945–959. <https://doi.org/10.1037/a0013329>
- Kaur, P., & Mittal, A. (2021). Meaningful work and organizational citizenship behavior: Role of job satisfaction and work engagement. *International Journal of Productivity and Performance Management*, 70(2), 307–323. <https://doi.org/10.1108/IJPPM-04-2019-0174>
- Keltu, M., Sofan, A., & Gultom, P. (2024). Human resource development practices and faculty job satisfaction in Indonesian higher education institutions. *International Journal of Educational Management*, 38(3), 543–557. <https://doi.org/10.1108/IJEM-07-2023-0321>
- Li, J., Zhang, Y., & Liu, X. (2024). Job satisfaction and organizational citizenship behavior: A multi-level analysis. *Frontiers in Psychology*, 15, 1356721. <https://doi.org/10.3389/fpsyg.2024.1356721>
- Liu, X., Sha, Y., & Yu, X. (2022). The Impact of Developmental HR Practices on Career Self-Management and Organizational Citizenship Behavior: A Moderated Mediation Model. *Psychology Research and Behavior Management*, 15, 1193–1208. <https://doi.org/10.2147/PRBM.S355376>
- Liu, X., Zhang, X., & Wang, T. (2023). Social network centrality, job satisfaction, and organizational citizenship behavior among nurses: A structural equation modeling approach. *BMC Nursing*, 22, 211. <https://doi.org/10.1186/s12912-023-01245-7>
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology* (pp. 1297–1343). Chicago: Rand McNally.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
- Shang, Y., Li, C., & Diao, H. (2021). Career growth, organizational citizenship behavior, and leader-member exchange. *Social Behavior and Personality: An International Journal*, 49(7), e10351. <https://doi.org/10.2224/sbp.10351>
- Shiri, R., Sutinen, J., & Karppinen, H. (2023). Continuing professional development, job training, and job satisfaction: A systematic review. *Human Resource Development Review*, 22(3), 245–267. <https://doi.org/10.1177/15344843231155060>
- Sridadi, A. R., Pratama, A. S., Eliyana, A., Gunawan, D. R., & Yazid, Z. (2024). Fostering Organizational Citizenship Behavior: The Role of Proactive

Personality, Job Satisfaction, and Affective Commitment. *SAGE Open*, 14(3), 21582440241268850.

<https://doi.org/10.1177/21582440241268848>

Sugiyono. (2020). *Metode Penelitian Kualitatif dan Kuantitatif* (Issue January).

Suma, P., Shenoy, P., & Karkera, N. (2025). Competency development, subjective career success, and organizational citizenship behavior: Evidence from IT professionals. *Journal of Career Development*. Advance online publication.

<https://doi.org/10.1177/0894845325134567>

Udayar, S., Rossier, J., & Maggiori, C. (2024). Career progression and job satisfaction: A longitudinal analysis. *Journal of Vocational Behavior*, 145, 103819.

<https://doi.org/10.1016/j.jvb.2024.103819>

Weng, Q., & Hu, B. (2009). The structure of career growth and its impact on employees' turnover intention. *Industrial Engineering and Management*, 14(1), 14–21.

<https://doi.org/10.3969/j.issn.1004-6062.2009.01.004>