



The Effect of Career Development and Emotional Intelligence on Organizational Citizenship Behavior Mediated Job Satisfaction in Employees PDAM Tirta Deli

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Abstract

The purpose of this study was to determine and analyze the effect of career development and emotional intelligence on organizational citizenship behavior mediated by job satisfaction. The sample in this study used a saturated sample, where all of the population was sampled, but employees as leaders and researchers were not included in the sample. The sample in this study amounted to 67 employees. The data collection technique in this study used a questionnaire method, with SEM-PLS statistical analysis. Data processing in this study using the software program SmartPLS 3.3.3. The results of this study prove that career development directly has a positive and significant effect on organizational citizenship behavior. Furthermore, emotional intelligence has a positive and significant effect on organizational citizenship behavior. While job satisfaction has a positive and significant effect on organizational citizenship, and career development has a positive and significant effect on job satisfaction, emotional intelligence has a positive and significant effect on job satisfaction, so indirectly job satisfaction can mediate career development on organizational citizenship behavior. And indirectly job satisfaction can mediate the influence of emotional intelligence on the organizational citizenship behavior of employees.

Keywords: Career Development; Emotional Intelligence Job Satisfaction; Organizational Citizenship Behavior.

A. Pendahuluan

To achieve the company's goals during the current global COVID-19 pandemic, of course, it has changed the pattern of daily activities with new habits (new normal) where human resources must be able to adapt to health protocols that are a priority scale by directives government (Lubis, 2022). The company's attention to human resources is very important to survive in the current situation, human resources owned by companies, both government and private, must be managed properly to develop their potential so that they can maintain and improve the performance of the organization or company. Achieving these goals requires the ability to cooperate with each employee (H. A. H. R. Nasib, 2022). Likewise, the Tirta Deli Regional Drinking Water Company, Deli Serdang Regency is one of the Regional Owned Enterprises (BUMD) of Deli Serdang Regency which aims to meet the daily needs of the community for drinking water through the pipeline network by providing services in the provision of drinking water, namely Quality, Quantity, Continuity, Affordability to the community.

Human resources are the spearhead of the company and must be able to work as a team to support the successful implementation of activities by the company's vision and mission (A. F. Nasib, 2020). PDAM's activities in carrying out its functions and duties include collecting or accommodating, processing, and purifying raw water sourced from surface water, deep bore wells, and springs which are then distributed through a pipeline network to customers. In providing services to the community, PDAM employees must be able to provide the best service in terms of continuity, quantity, quality, dealing with customer complaints/complaints, as well as facilitating the payment of water bills.

In an organization or company to do work that exceeds the demands of the role at work, a voluntary commitment is needed which is a form of implementation of organizational citizenship behavior (Arina, 2021). Amid an uncertain pandemic situation like today, organizational citizenship behavior will have a positive impact if it can be applied to an organization or company so that positive synergy is established in the team and also plays a role in increasing organizational effectiveness. Employees who have organizational citizenship behavior certainly have a sense of loyalty to the organization where the employee works, take additional assignments, voluntarily help other people's work, develop careers, comply with company SOPs even when no boss or co-workers are watching, and maintain positive attitude and mindset and have a tolerance for discomfort at work. Conversely, the low attitude of OCB towards the organization will appear indifferent behavior in participating in programs or activities carried out by the company because it is felt that these activities are not a priority, use longer rest hours, there are personal problems between co-workers, this, of course, makes the organization ineffective (Lukitaningsih, 2020).

According to (Wonua, 2020) states that organizational citizenship behavior arises from within the individual in the form of his desire to contribute to the organization. This is because basically, employees commit to providing the best for the organization. This desire encourages individuals to behave spontaneously in a model of activity and must be supported by the existing system, namely a cooperative, informal system, collaboration, supported by the leader, and social and economic exchanges. In general, the phenomena that occur in PDAM Tirta Deli among employees are identified as having limited OCB behavior, including the lack of concern for helping work with co-workers and the lack of cooperation between departments so that it is constrained in the presentation of reports, as well as limited creativity and innovation for the benefit and progress the company, especially in terms of water treatment technology which is currently still conventional where the developing PDAM is already using SCADA (Supervisory Control And Data Acquisition) technology in water treatment systems and pipelines, the low attention of employees on strategic issues regarding the development of a Drinking Water Supply System that currently a National Strategic Project so that it has an impact on the low development of new SPAM so that the target of increasing access to drinking water is not being met. This phenomenon is a manifestation of the low OCB of employees and is counterproductive to the OCB spirit. Therefore, the company needs encouragement and efforts to improve OCB to produce success and achieve company goals. To increase the attitude of strong organizational citizenship behavior, supporting factors are needed in the organization, because OCB cannot automatically increase without a correlation with other factors.

One of these supporting factors can be career development, emotional intelligence, and job satisfaction.

The first factor that influences organizational citizenship behavior is career development (Oktariyani, 2019). Every organization in carrying out daily activities always requires human resources. To have a maximum contribution to the organization, human resources must be managed as optimally as possible, one of which is through career development. With career development, employees will have a high level of self-confidence because they feel cared for to grow and develop so that employees who successfully develop their potential are allowed to reach higher positions both now and in the future. This is certainly one of the company's responsibilities to provide opportunities to develop the potential, interests, and abilities of employees wherein the process of determining the position of the organizational structure, must be carried out fairly based on the competence and performance of the employee. Therefore, matters related to career development become a priority, because it will have a stimulating effect on employees to increase their abilities and potential in certain fields so that the organization will be more effective and efficient. In PDAM Tirta Deli management, there is a phenomenon where senior employees will be a priority to fill vacancies in the organizational structure regardless of their educational background, skills, and skills. direct supervisor's concern for the career planning of subordinates related to promotion for employees who excel and have a good performance where this is motivated by the fear of competing among company employees, limited information about the requirements to follow the promotion process applicable in the company causes some employees who want to plan a career to the future will not have a direction/grip in pursuing their careers.

The next factor that influences organizational citizenship behavior is the emotional intelligence factor (Ibrahim, 2013). Emotional intelligence is a person's ability in terms of being aware of emotional information that occurs within oneself, controlling emotions, motivating oneself in dealing with emotions, having empathy for others, and having the ability to relate to others. The ability to recognize emotions and control them both towards oneself and others and use them as a basis for reasoning and problem solving is a reference to a person's level of emotional intelligence, such as a person's ability to feel emotions through facial expressions, voice, and body movements, the ability to utilize emotional information to create creative thinking in dealing with problems both for oneself and for others, the higher the level of emotional intelligence of the employee, the better for fostering cooperative relationships with co-workers which has a positive impact on increasing company performance.

According to (Robbins, 2012), Emotional intelligence is a person's ability to detect and manage emotional clues and information. One of the phenomena that occur in management is the disharmony of horizontal and vertical relationships between PDAM Tirta Deli employees, the lack of empathy from the section head towards the head of the marketing and processing unit related to the programs and budgets needed to improve services, causing confrontations that have an impact on disharmony in the work environment, as well as a lack of recognition. and manage the emotions of others and even oneself, especially if there are personal problems that will be carried over to the work environment both among fellow employees and when there are complaints

(such as dead water, dirty water, and enlarged billing accounts) by temperamental customers, some employees who are in certain sections provide a response with emotion so that it does not reflect professionalism, besides the lack of effective communication and fostering a good relationship between the head of the marketing unit and the head of the processing unit related to continuity, quantity, quality, p water distribution causes service zones to experience frequent disturbances such as small water, cloudy water, dead water, and so on. With the absence of effective communication and the absence of the ability to build relationships, there is no good cooperation, of course, this has a bad impact on service.

The above phenomenon is not enough to be overcome only with intellectual intelligence because someone who is skilled and skilled in a certain field of knowledge and has a good work ethic, but is unable to build communication with colleagues and superiors, is selfish, and easily emotional, these things certainly result into organizational activities. Therefore, in terms of human resource management, emotional approaches to employees are needed to establish cooperation and overcome all dynamic changes in the work environment, especially during the COVID-19 pandemic.

Another factor that influences organizational citizenship behavior is job satisfaction (Riana, 2018). Job satisfaction is a measure of the expression of workers towards the work they do, the work achieved, feelings of likes or dislikes related to work, environment, personal conditions, or a sense of relief towards their work. Job satisfaction felt by employees is certainly different because it is individual by the work being done, where the positive impact if someone feels satisfaction at work will be friendlier, tend to be more effective, display a friendly and responsive impression in dealing with customers, help colleagues, make the results of their work can exceed the target (Hou, 2022). Conversely, the negative impact of low job satisfaction will appear behavior to leave the company or resignation, with the termination of the employee, the company will lose human resources who already have the expertise, skills, and competencies needed by the company, of course, this will have an impact on the effectiveness and efficiency of the company (Pebri, 2020).

According to (Ballian, 2020) Job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to each individual. The more aspects of the job that match individual desires, the higher the level of perceived satisfaction. The phenomenon that occurs related to job satisfaction for PDAM Tirta Deli employees, Deli Serdang Regency, namely the dissatisfaction related to the payroll system, where the monthly salary of senior employees is much larger even though they do not have positions. every service sub-district where it is no longer adequate to support operational activities such as limited office furniture, computers, printers, and payment counter spaces which are still one with the employee's workspace and there is no official vehicle for employees who occupy structural positions, there is still low supervisory control over work results. subordinates which results in a lack of job satisfaction for subordinates with a job that has been done well. The low level of supervision in the long term will have an impact on the decline in the performance of subordinates because they feel that there is no supervision by superiors.

The three factors above conceptually will affect the level of organizational

citizenship behavior (OCB) owned by employees in PDAM Tirta Deli, Deli Serdang Regency. Specifically, organizational citizenship behavior is very important for companies, to create a voluntary feeling in doing work that exceeds what is given by the company and carrying out work without having to wait for orders from superiors so that it can produce outputs that are beneficial to the company. So that organizational citizenship behavior in PDAM Tirta Deli employees, Deli Regency, and Serdang needs to be improved and developed where management or superiors need to invite or stimulate employees to be able to develop organizational citizenship behavior to create an optimal, effective and efficient work environment so that what is the company's goal can be achieved immediately.

B. Research Methods

The method used in this research is explanatory research. According to another expert opinion, explanatory research is research that intends to explain the position of the variables studied and the relationship between one variable and another. While the characteristics of this research are replication, so the test results must be supported by previous studies, which are repeated with other conditions that are more or less the same (Sugiono, 2012). This research was conducted at the Regional Drinking Water Company (PDAM) Tirta Deli, Deli Serdang Regency, which is located at Jl. Tirta Deli No.1 Deli Serdang Regent Office Complex – Lubuk Pakam. The time of the study was carried out from July 2021 to December 2021.

In this study, the population and samples taken were only permanent employees, totaling 67 people, excluding contract/honorary employees and probationary employees. One of the expert opinions regarding the meaning of the sample is (Sugiono, 2012) argued that the sample is part of the number and characteristics possessed by the population. This study, uses a saturated sampling technique, namely the technique of determining the sample if all members of the population are sampled. This is done when the population is relatively small. Because the research population is less than 100 people, the sampling technique used in the census method, where the entire population of permanent employees will be used as the research sample.

The data analysis technique used in this study is the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) using SmartPLS version 3.3.3 software which is run on computer media. According to (Singgih, 2014) SEM is a multivariate analysis technique that is a combination of factor analysis and regression analysis (correlation), which aims to examine the relationship between variables that exist in a model, both between indicators and their constructs, as well as relationships between constructs. PLS or (Partial Least Square) is also a powerful method of analysis because it is not based on many assumptions and the data does not have to have a multivariate normal distribution (indicators with categorical, ordinal, interval to ratio scales can be used in the same model).

C. Result and Discussion

1. Direct Effect Test Results

The following are the results of testing the direct influence hypothesis which can be seen in the table as follows:

Table 1. Results of Direct Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics (O/STDEV)	P Values
(X1) -> (Y)	0.303	0.291	0.146	2.068	0.039
(X1) -> (Z)	0.391	0.389	0.151	2.588	0.010
(X2) -> (Y)	0.317	0.313	0.157	2.025	0.043
(X2) -> (Z)	0.431	0.428	0.160	2.693	0.007
(Z) -> (Y)	0.390	0.401	0.179	2.182	0.030

Source: SmartPLS 3.3.3

2. Indirect Influence Test Results

The indirect effect between exogenous and endogenous variables in early research is presented in the mediation test table as follows:

Table 2. Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
(X1) -> (Z) -> (Y)	0.290	0.294	0.115	2.515	0.012
(X2) -> (Z) -> (Y)	0.296	0.320	0.141	2.108	0.036

Source: SmartPLS 3.3.3

3. The Effect of Career Development on Organizational Citizenship Behavior

Based on the results of the analysis of hypothesis testing, it can be seen that the direct influence of career development on organizational citizenship behavior in PDAM Tirta Deli employees, Deli Serdang Regency has a path coefficient value of +0.303 and is signed with a P-Value of 0.039 < 0.05. Meanwhile, the count value is 2,068 > 1.96. Thus, career development has a positive and significant effect on organizational citizenship behavior in PDAM Tirta Deli employees, Deli Serdang Regency.

Subsequent research conducted by (Oktariyani, 2019)(Hulmansyah, 2020)(Farida, 2021)(Vanya Chairiyah Fitri; Dedi Purwana; Ari Saptono, 2021) shows that career development has a positive effect on organizational citizenship behavior. Career development is an activation process that prepares an employee to occupy a position in an organization/company that will be carried out in the future, of course with a good career development plan can trigger the growth of organizational citizenship behavior because it provides motivation to work and creates positive feelings for PDAM Tirta Deli employees. Where the positive feelings of the employee will encourage positive attitudes and behaviors, such as actively assisting colleagues in completing work.

4. The Effect of Emotional Intelligence on Organizational Citizenship Behavior

From the results of the research conducted, it shows that there is a direct influence between emotional intelligence on organizational citizenship behavior where the path coefficient value is +0.317 and is signed with a P-Values value of 0.043 < 0.05. While the value of count is 2.025 > 1.96. Thus, emotional intelligence has a positive and significant effect on organizational citizenship behavior in PDAM Tirta Deli employees, Deli Serdang Regency. The results of this study are from previous research conducted by (Gea, 2019), where the results of the study indicate that emotional intelligence has a direct effect on organizational citizenship behavior. The

next research was conducted by (Hardaningtyas, 2012)(Riadi, 2012)(and Dewi, 2016), where the results of the study indicate that the emotional intelligence variable partially or simultaneously affects organizational citizenship behavior.

This research shows that if someone enters the world of work, he will meet other people who may come from different educational, family, ethnic, and cultural backgrounds. This background difference triggers conflict to occur more easily in interacting with someone. Of course, PDAM Tirta Deli employees who have a high level of emotional intelligence will be able to help build better relationships with co-workers, easily adapt to conditions around the work environment, and understand and respect other people's emotions, which will establish cooperation so that they can emerge and improve behaviors. OCB. Meanwhile, if PDAM Tirta Deli employees have low emotional intelligence, it will certainly have an impact on disharmony in employee relations, there will often be conflicts both between employees and against customers, and the increasing ineffectiveness of an organization will hinder the progress of PDAM Tirta Deli.

5. The Effect of Job Satisfaction on Organizational Citizenship Behavior

Based on the results of the analysis of hypothesis testing, it can be seen that the direct effect of job satisfaction on organizational citizenship behavior in PDAM Tirta Deli employees, Deli Serdang Regency, has a path coefficient value of +0.390 and is signed with a P-Values value of 0.030 <0.05. While the value of tcount is 2.182 > 1.96. Thus, job satisfaction has a positive and significant effect on organizational citizenship behavior in PDAM Tirta Deli employees, Deli Serdang Regency. The results of this study are from previous research conducted by (Rahman, 2019)(and Djati, 2019) that partially job satisfaction has a positive and significant effect on organizational citizenship behavior.

The results of this study indicate that employee job satisfaction is one of the most important factors for PDAM Tirta Deli, Deli Serdang Regency because employee satisfaction can provide company progress. A high level of job satisfaction certainly makes employees feel comfortable at work, so they can do something more than is expected and tend to behave positively to increase the effectiveness of the company. On the other hand, job dissatisfaction will certainly cause problems, starting from personal problems for the employee which will eventually lead to problems for the company if not handled further. Problems that arise from job dissatisfaction in the form of decreased morale, work performance, and other individual internal problems.

This condition is caused by a disharmonious relationship between employees based on disputes between departments, starting from the meter recording section, and billing and subscription relationships. This happens because the customer who complains directly conveys it to the meter registrar or water bill billing, then the officer submits it to the subscription relationship/technical section then reports to the head office so that it can be followed up immediately, but the facts that occur where the follow-up takes time and the verification process. Because it takes a little longer to make customers emotional to the meter registrar/account billing officer. Problems like this certainly cause a harmonious relationship between parts.

6. The Effect of Career Development on Job Satisfaction

Based on the results of the analysis of hypothesis testing, it can be seen that the direct influence of career development on job satisfaction in PDAM Tirta Deli

employees, Deli Serdang Regency has a path coefficient of +0.391 and is signed with a P-Values value of $0.010 < 0.05$. While the t-count is $2.588 > 1.96$ thus career development has a positive and significant effect on job satisfaction for PDAM Tirta Deli employees, Deli Serdang Regency. The results of this study are from previous research conducted by (Nugroho, 2020)(Saefullah, 2022)(Suyaman, 2022) The results showed that career development variables had a significant positive effect on job satisfaction.

The results of this study indicate that the career development of PDAM Tirta Deli employees on employee job satisfaction within the company has a considerable influence on achieving the company's goals and objectives that have been set. High job satisfaction is expected by all leaders because it can be associated with the results they expect. Job satisfaction that can be felt by all employees of PDAM Tirta Deli is the result of effective management. Therefore a company or organization that wants to achieve its goals must be able to pay attention to the job satisfaction of its employees which includes the expectations and needs desired by these employees. Through career development will help employees in achieving their job satisfaction. With this assessment, it can be seen the positive and negative characteristics that exist in a person which will refer to a strong impetus to further improve work abilities.

7. The Effect of Emotional Intelligence on Job Satisfaction

Based on the results of the analysis of hypothesis testing, it can be seen that the direct influence of emotional intelligence on job satisfaction in PDAM Tirta Deli employees, Deli Serdang Regency, has a path coefficient of +0.431 and is significant with a P-value of $0.007 < 0.05$. While the value of tcount is $2,693 > t_{table}$. Thus, emotional intelligence has a positive and significant effect on job satisfaction for employees of PDAM Tirta Deli, Deli Serdang Regency. The results of this study are by previous research conducted by (Nazarudin, 2020)(Liana, 2020)(Hamzah, 2021), where the results of the study explain that emotional intelligence has a significant positive effect on job satisfaction.

The results of this study indicate that the emotional intelligence of PDAM Tirta Deli employees on employee job satisfaction describes the self-perceived ability to identify, assess, manage, and control the emotions of oneself, others, and groups. Emotional intelligence is considered to play an important role in work life. The principles of emotional intelligence help in evaluating employee behavior, management style, attitudes, interpersonal skills, and potential, and are considered to have great relevance in various fields of work and HR. Emotional intelligence helps to better understand and regulate emotions and helps in understanding one's behavior and relationships with others. Understanding and controlling emotions play an important role in satisfying one's life and work environment.

8. The Effect of Career Development on Organizational Citizenship Behavior Through Job Satisfaction

Based on the results of the analysis of hypothesis testing, it can be seen that the indirect effect of career development on organizational citizenship behavior which is mediated by job satisfaction in PDAM Tirta Deli employees, Deli Serdang Regency has a path coefficient of +0.290 and is signed with a P-Values value of $0.012 < 0, 05$. While the value of tcount is $2,515 > t_{table}$. The tcount value of this indirect relationship is greater than the tcount value of the direct relationship, $2,515 > 2,068$. Thus, job

satisfaction can mediate career development on organizational citizenship behavior in PDAM Tirta Deli employees, Deli Serdang Regency. The results of this study are in line with previous research conducted by (Riana, 2018)(Sunarian, 2019)(Hulmansyah, 2020) were the results of the study state that the variable job satisfaction mediates the effect of career development on organizational citizenship behavior.

The results of this study indicate that job satisfaction of PDAM Tirta Deli employees can mediate career development in improving organizational citizenship behavior. It is clear that the career development that has been planned by the company certainly has its role and is an important thing where the company can increase productivity, and increase morale towards work to create job satisfaction by the employee. In this case, there are still employees of PDAM Tirta Deli, Deli Serdang Regency, who feel that there is no clarity on career development it has an impact on low organizational citizenship behavior which causes job dissatisfaction. This shows that some employees feel that career development at PDAM Tirta Deli, Deli Serdang Regency has not been transparent and objective so that it has an impact on work results and lacks a sense of job satisfaction due to the lack of improvement in Management Information Systems both administratively and technically. Therefore, in the future PDAM Tirta Deli has prepared plans and improvements to achieve the company's vision and mission and provide the best service to the community.

9. The Effect of Emotional Intelligence on Organizational Citizenship Behavior through Job Satisfaction

Based on the results of the analysis of hypothesis testing, it can be seen that the indirect effect of emotional intelligence on organizational citizenship behavior which is mediated by job satisfaction in PDAM Tirta Deli employees, Deli Serdang Regency has a path coefficient of +0.296 and is signed with a P-Values value of $0.036 < 0, 05$. While the value of tcount is $2.108 > ttable$. The tcount value of this indirect relationship is greater than the tcount value of the direct relationship, $2.108 > 2.025$. Thus, job satisfaction can mediate emotional intelligence on organizational citizenship behavior in PDAM Tirta Deli employees, Deli Serdang Regency. This research is in line with previous research conducted by (Prihatini, 2020)(Susetyo, 2021)(Jennifer, 2022) which states that the job satisfaction variable mediates the effect of emotional intelligence on organizational citizenship behavior.

The results of this study indicate that job satisfaction of PDAM Tirta Deli employees can mediate emotional intelligence in improving organizational citizenship behavior. Employees who have high emotional intelligence will be able to understand themselves and other people's emotions and can control in a positive direction, like to help colleagues, behave positively in the work environment, and can use emotions as a self-motivation tool. However, given that some of the employees of PDAM Tirta Deli, Deli Serdang Regency, have low emotional intelligence, this has an impact on the lack of organizational citizenship behavior that causes job dissatisfaction. This is because some employees feel they are in a "safe zone" where they do not have responsibilities and the workload is too large but have a higher salary compared to other employees, of course, this will have a bad impact on the company if this continues. . In addition, if it is related to the age of the employee, there are employees (18%) > 50 years who are approaching retirement age so that some employees are not so optimal in working and making decisions and on the other hand these employees are also more sensitive

regarding personality, of course, this will have an impact on effectiveness. organization.

D. Conclusion

Based on the results of the research and discussion that have been stated previously, it can be concluded from this study regarding "The Influence of Career Development and Emotional Intelligence on Organizational Citizenship Behavior Mediated by Job Satisfaction on PDAM Tirta Deli Employees, Deli Serdang Regency, as follows:

1. There is a positive and significant effect of career development on organizational citizenship behavior in PDAM Tirta Deli employees, Deli Serdang Regency.
2. There is a positive and significant influence of emotional intelligence on organizational citizenship behavior in PDAM Tirta Deli employees, Deli Serdang Regency.
3. There is a positive and significant effect of job satisfaction on organizational citizenship behavior in PDAM Tirta Deli employees, Deli Serdang Regency.
4. There is a positive and significant effect of career development on job satisfaction of PDAM Tirta Deli employees, Deli Serdang Regency.
5. There is a positive and significant influence of emotional intelligence on job satisfaction of PDAM Tirta Deli employees, Deli Serdang Regency.
6. Job satisfaction can mediate career development on organizational citizenship behavior in PDAM Tirta Deli employees, Deli Serdang Regency.
7. Job satisfaction can mediate emotional intelligence on organizational citizenship behavior in PDAM Tirta Deli employees, Deli Serdang Regency.

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