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THE IMPACT OF CAREER DEVELOPMENT, ORGANIZATIONAL CLIMATE, AND EMOTIONAL INTELLIGENCE ON JOB SATISFACTION

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ABSTRACT

Employee job satisfaction plays a crucial role in improving organizational performance, employee retention, and long-term sustainability. This study aims to examine the effects of career development, organizational climate, and emotional intelligence on employee job satisfaction. A quantitative research approach was employed using a survey method, and the collected data were analyzed through Structural Equation Modeling (SEM). The findings reveal that all proposed hypotheses are supported. Career development has a positive and significant effect on job satisfaction ($\beta = 0.28$, $t = 2.73$), indicating that greater career advancement opportunities increase employee satisfaction. Organizational climate demonstrates the strongest positive influence on job satisfaction ($\beta = 0.41$, $t = 5.79$), suggesting that a supportive and well-structured organizational environment substantially enhances employees' work experiences. Emotional intelligence also has a positive and significant effect on job satisfaction ($\beta = 0.32$, $t = 3.38$), highlighting the importance of employees' ability to regulate emotions and adapt to workplace challenges. Among the measurement dimensions, promotion opportunities best represent career development and job satisfaction, organizational structure is the strongest dimension of organizational climate, while self-regulation represents emotional intelligence. These findings imply that organizations should strengthen transparent career development systems, foster a positive organizational climate, and enhance employees' emotional intelligence through continuous development programs to improve job satisfaction. The study contributes to the growing literature on human resource management by providing empirical evidence regarding the combined effects of organizational and individual factors on employee job satisfaction.

JEL Classification : J28

Keywords: Career Development; Organizational Climate; Emotional Intelligence; Job Satisfaction;; Structural Equation Modeling.

INTRODUCTION

Human resources are a fundamental asset that determines the success of an organization in achieving its strategic vision, especially in government institutions that have a crucial role in regional economic development (Detik.com, 2026). Job satisfaction is an important psychological indicator that reflects an employee's feelings of pleasure or positive emotions toward their role and work environment. From Herzberg's Two-Factor Theory perspective, this satisfaction is influenced by motivating factors such as recognition and opportunities for self-

development, as well as hygiene factors such as organizational policies and work environment conditions. (Suprayetno et al., 2025).

Of course, every employee in a company needs to get satisfaction at work which can also have an impact on improving employee performance, such as further meaning that job satisfaction is what causes increased performance, so that satisfied workers will be more productive at work (Afandi, 2018). Job satisfaction is a pleasant or emotionally positive condition that comes from a person's assessment of their work or work experience (Davidescu et al., 2020).

As an institution that manages trade areas and free ports, Badan Pengusahaan Batam faces increasingly dynamic global challenges towards 2026. BP Batam is required to continue to improve the quality of public services, which in 2024 has achieved the title "Very Good" based on the Community Satisfaction Survey (SKM) with a score of 88.42. However, high public expectations and investment growth targets require full support from internal employees who have high loyalty and dedication (Badan Pengusahaan Batam, 2024).

In organizational reality, employee job satisfaction is often influenced by the clarity of career development paths and a conducive organizational climate (Ika Lestari et al., 2023). A positive work climate can build psychological comfort, while a transparent career system provides motivation for individuals to contribute optimally. Apart from that, emotional aspects such as communication and internal motivation are the dominant drivers in forming satisfaction in Batam regional government agencies.

Even though BP Batam's external achievements show a positive trend, bureaucratic dynamics and changes in central regulations remain challenges that can affect employees' psychological well-being. Therefore, it is important to conduct this research to evaluate how the integration of career development factors, organizational climate, and emotional intelligence can optimize BP Batam employee job satisfaction in order to maintain regional economic stability and acceleration in the future.

This research is crucial because there is a need to align the mental condition and work comfort of employees with the institution's big ambitions in collaborating with the business sector and strengthening investment value. Without solid job satisfaction, service effectiveness is at risk of degradation, considering the crucial role of satisfaction as the main driving force for employees in facing dynamic work pressures.

Literature Review

Job Satisfaction

Employees are the most valuable resource, according to (Saks, 2022) states that companies and their employees can maintain a positive trend in employee performance, which is very dependent on job satisfaction. Job satisfaction is defined by (Robbins, 2015) and (Zhang, 2024) as the general attitude of employees towards their work. Improving employee perceptions of their work environment helps increase employee satisfaction. Employee satisfaction increases organizational effectiveness (Zhang, 2024). Job satisfaction, according to (Dor & Halperin, 2022) is one of the key factors in service quality, employee performance and employee loyalty.

According to (Pathirana et al., 2022) the definition of job satisfaction focuses on the employee's role in the workplace (Rodrigo et al., 2022) job satisfaction as an individual's affective orientation towards the work role they currently have. Job satisfaction represents the most important area that managers face today in managing their employees. Job satisfaction is a combination of psychological, physiological and environmental conditions that cause

someone to be honest that they are satisfied with their job (Rodrigo et al., 2022).

Career Development

Career development is a process aimed at shaping a work identity within the workplace. Companies plan a number of agendas to help employees advance their careers and participate in helping them do so. According to (Vondracek et al., 2019) career development is a series of individual behavioral changes that people undertake as they seek talents and abilities that are useful for advancing their personal and professional lives over time. Individual attitudinal changes are also adjusted to their demands for career development and assessed for their application in achieving desired career goals. One theory frequently used in discussing career development is the Theory of Work Adjustment. An employee's career development consists of several jobs they engage in (Hirschi & Koen, 2021). Furthermore, they describe career development as the development of a person's work actions and behaviors, along with related thoughts, ethics, and goals throughout their life.

Organizational climate

Organizational climate is part of the organizational environment which plays a very important role. A good organizational climate will ideally create a conducive working atmosphere which is expected to also contribute to overall employee performance. Organizational climate is a key organizational construct that influences the implementation of evidence-based practices (Danayasa et al., 2021). Meanwhile (Berberoglu, 2018) added that if an organization wants to achieve real change, the organizational climate or culture must be carried out with full responsibility. Organizational climate is a state that reflects a set of core values and behaviors that can be used to implement evidence-based leadership and management in the 21st century context (Sugiarto, 2018).

Emotional Intelligence

Emotional intelligence as a non-cognitive intelligence can be defined as a group of emotional, personal and social abilities and skills that can be overcome by a person both with environmental demands and stress. Reliable factors to determine employee performance are related to high levels of emotional intelligence (Higgs, 2004). Emotional intelligence factors will result in higher levels of job performance. Employee performance and emotional intelligence have a significant positive relationship, employees with high emotional intelligence will have the ability to adjust their own emotions and regulate the emotions of others which can lead to improved interactions with others (Wong & Law, 2002).

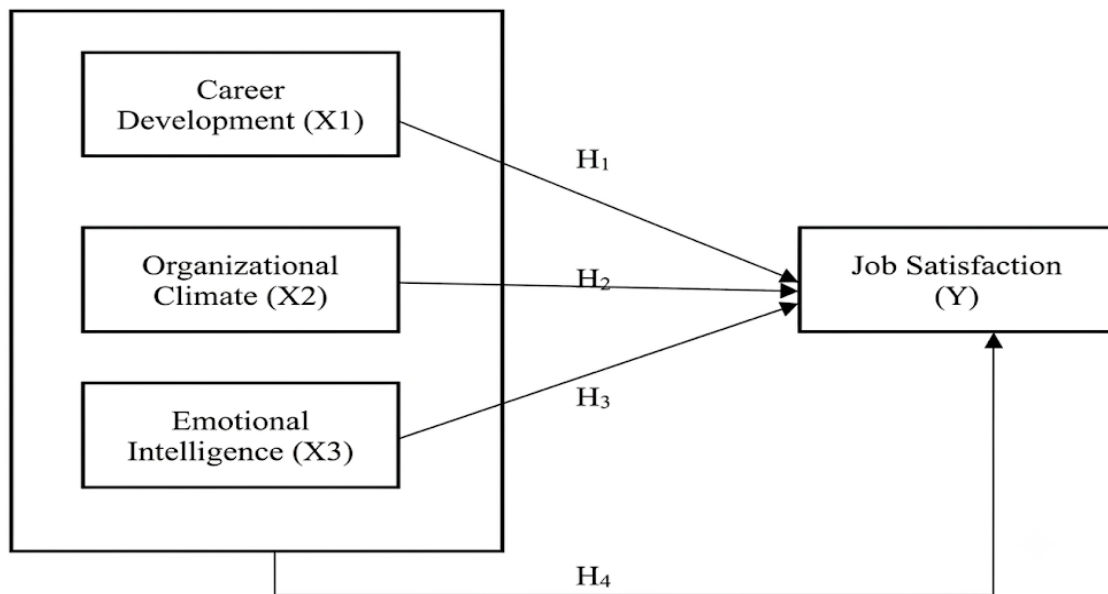


Figure 1. Conceptual Framework

Hypotesis

The Influence of Career Development on Job Satisfaction

Where career development is of course a stimulus to create and harmonize job satisfaction for employees in a company or government agency. Of course, employees are part of the human resources context which is the primary (main) element for every company or government agency which continues to strive to have quality human resources.

The explanatory description above is supported by the results of research conducted by (Silaban et al., 2021) where the research results show that career development has a positive and significant effect on job satisfaction. Research findings (Mohyi, 2021) show that career development has a big influence on employee job satisfaction. Thus, it can be said that the elements that influence employee job satisfaction are career development. The results of this study support previous research findings that career development has an impact on employee job satisfaction (Lu et al., 2019).

The process of improving a person's professional abilities in order to pursue a desired career is known as career development (Rivandi, 2018). (Niati et al., 2021) in their research stated that career development significantly influences job satisfaction. (Abadah et al., 2021) also stated that career development has a positive and significant effect on job satisfaction. Based on the description of previous research that has been explained, the first research hypothesis can be formulated as follows:

H₁ : Career development has a significant effect on job satisfaction.

Organizational Climate on Job Satisfaction

Identified factors related to organizational climate that can lead to dissatisfaction among academics and determined whether there are significant differences in the perspectives of senior and junior academics regarding the existing organizational climate. Mohyi (2021) demonstrated that organizational climate has a significant influence on employee job satisfaction. Therefore, it can be concluded that one of the elements influencing employee job

satisfaction is organizational climate. The results of this study support previous research findings that organizational climate impacts employee job satisfaction (Lu et al., 2019). Rahmadi & Wahyudi (2021) found that job satisfaction is significantly influenced by organizational climate. Companies must improve the organizational climate in the workplace to increase employee job satisfaction in the future.

Meanwhile, Jufrizen & Pratiwi (2021) stated that organizational climate has a direct and significant influence on job satisfaction. Another study conducted by Ristianawati & Kurniawan (2019) found that organizational climate has a positive and significant influence on job satisfaction. Improving organizational climate will be followed by increased job satisfaction. (Martadiredja et al., 2021) also stated that organizational climate has a significant influence on job satisfaction. Based on the previous research described above, the second hypothesis of the study can be formulated as follows:

H₂: Organizational climate has a significant influence on job satisfaction.

Emotional intelligence influences job satisfaction

Emotional intelligence is an important component of social intelligence which includes the ability to control, understand and identify one's own emotions and the emotions of others. Since then, researchers have focused much attention on five traits, namely self-awareness, self-regulation, motivation, empathy, and social skills. (Suarniti & Ratna Sari, 2020). Meanwhile, job satisfaction is closely related to the way employees behave at work (Ratnasari et al., 2020). Job satisfaction was first identified by Locke (Ratnasari et al., 2020) as a pleasant or helpful emotional state, which is the result of agreeing to work or experience. Thus, it can be concluded that job satisfaction is related to emotional intelligence and the two have a strong relationship and can ultimately lead to something pleasant or unpleasant (Ratnasari et al., 2020). Job satisfaction, as has received a lot of attention from academic circles, is still an interesting theme to discuss; especially in relation to emotional intelligence and influence of employees found to have low emotional intelligence scores. The more employees react to work, the more satisfied they are with work results. The same also applies to the emotional attachment that employees have to their work.

H₃: Emotional Intelligence has a significant effect on job satisfaction

Career Development, Organizational Climate, and Emotional Intelligence have a joint influence on Job Satisfaction

Career development and organizational climate have been proven to jointly have a significant effect on job satisfaction. These results are in line with the theory put forward which states that career development and organizational climate influence job satisfaction. Research conducted by (Hermawan, 2020) which states that career development and organizational climate together have a significant influence on job satisfaction. (Sari & Khasanah, 2021) In his research, he also proved that career development and organizational climate have a significant joint influence on job satisfaction. Meanwhile (Sahroni, 2022) in his research stated that career development and emotional intelligence jointly influence job satisfaction. (Pratama & Pasaribu, 2020) stated that organizational climate and emotional intelligence have a significant joint influence on job satisfaction. The results of this study are in line with research conducted by (Meda et al., 2022) which states that organizational climate and emotional intelligence jointly influence job satisfaction. Other research conducted (Muhtar & Wahyuni, 2023) Emotional intelligence and organizational climate together influence employee job satisfaction. Based on the description of previous research that has been explained, the fourth research hypothesis can be formulated as follows:

H4: Career Development, Organizational Climate, and Emotional Intelligence have a joint influence on Job Satisfaction.

METHODS

This research uses quantitative methods, used to research certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses (Sugiyono, 2019). Using SPSS and Lisrel 8.70 in data processing.

Method of collecting data

In primary data sources, there are several data collection techniques, including questionnaires, interviews, and observations. However, the researcher focused on using questionnaires to obtain the data intended in this study, referring to the Likert scale. (Prima et al., 2023). Where the detailed explanation in this research is as follows:

1. The questionnaire is the main data given to staff and employees within the business units of the Batam Business Agency.
2. Documentation studies are conducted as a reference in collecting and studying related data or documents to support the research study.

Population and Sample

In this research, the method used to determine the number of samples was carried out using the Slovin formula (Febrianti & Prima, 2024; Sugiyono, 2019), The description is explained as follows:

$$n = \frac{N}{1 + N (e)^2}$$

In this study, e was determined to be 6% = 0.06 while for N it was 2,190. So the calculation of the distribution value of the sauce taken by the researcher was carried out in detail as follows:

$$n = \frac{2190}{1 + 2190 (0,06)^2} = 250$$

Based on this formula, the minimum sample size obtained in this research is with an allowance value (e) set at 6% with a total employee population of 2,190 in the BP Batam Environment.

RESULTS AND DISCUSSION

Validity Test of Job Satisfaction (KK) Variable Instrument

The results of the instrument validity test for the job satisfaction (KK) variable can be seen in this table:

Table 1. Validity Test of Job Satisfaction (KK) Variable Instrument

No	Indicator	Code	Correlation Coefficient	Level Signification	Conclusion
1	Task	KK11	0,704	0,000	Valid
2	There are learning opportunities provided in the job	KK12	0,692	0,000	Valid
3	Given responsibility in managing work	KK13	0,698	0,000	Valid

4	There is a good payroll system	KK21	0,657	0,000	Valid
5	Payroll fairness	KK22	0,762	0,000	Valid
6	Promotion opportunities	KK31	0,783	0,000	Valid
7	Fair and transparent career opportunities	KK32	0,707	0,000	Valid
8	Leadership style	KK41	0,796	0,000	Valid
9	Manager support	KK42	0,728	0,000	Valid
10	Co-worker expertise	KK51	0,703	0,000	Valid
11	Collaboration with colleagues	KK52	0,727	0,000	Valid

Source: Processed questionnaire, 2025

Based on Table 1, it shows that all job satisfaction (KK) variable indicators consisting of 11 (eleven) indicators meet the instrument validity requirements. This can be seen from the test significance value for the eleven-job satisfaction (KK) variable indicators of 0.000, which is smaller than α (5% or 0.05).

Uji Validitas Instrumen Variabel Pengembangan Karir (PK)

The career development (PK) variable includes 5 (five) dimensions and 12 (twelve) indicators. The results of the instrument validity test for the career development (PK) variable can be seen in Table 2:

Table 2. Validity Test of Career Development (PK) Variable Instruments

No	Indicator	Code	Correlation Coefficient	Level Signification	Conclusion
1	Start planning	PK11	0,792	0,000	Valid
2	Setting goals	PK12	0,674	0,000	Valid
3	Contribution	PK21	0,808	0,000	Valid
4	Targets	PK22	0,821	0,000	Valid
5	Achievement of results	PK23	0,747	0,000	Valid
6	Given a study permit	PK31	0,836	0,000	Valid
7	There is job training	PK32	0,787	0,000	Valid
8	Capacity increase	PK33	0,852	0,000	Valid
9	work	PK41	0,831	0,000	Valid
10	Opportunity for ascension	PK42	0,827	0,000	Valid
11	position	PK51	0,622	0,000	Valid
12	Expertise	PK52	0,807	0,000	Valid

Source: Processed questionnaire, 2025

Based on Table 2, it shows that all career development (PK) variable indicators consisting of 12 (twelve) indicators meet the instrument validity requirements. This can be seen from the test significance value for the twelve-career development (PK) variable indicators of 0.000, which is smaller than α (5% or 0.05).

Uji Validitas Instrumen Variabel Iklim Organisasi (IO)

The results of the instrument validity test for the organizational climate (IO) variable can be seen in table 3:

Table 3. Validity Test of Organizational Climate (IO) Variable Instrument

No	Indicator	Code	Correlation Coefficient	Level Signification	Conclusion
1	Organization size	IO11	0,768	0,000	Valid
2	Centralized structure or	IO12	0,701	0,000	Valid
3	decentralized	IO13	0,770	0,000	Valid
4	The extent to which organizational rules influence	IO21	0,640	0,000	Valid
5	member behavior	IO22	0,701	0,000	Valid
6	Communication	IO31	0,580	0,000	Valid
7	Deep interactions	IO32	0,774	0,000	Valid

Source: Processed questionnaire, 2025

Based on Table 3, it shows that all indicators of the organizational climate variable consisting of 7 (seven) indicators meet the requirements for instrument validity. This can be seen from the test significance value for the seven indicators of the organizational climate variable of 0.000, which is smaller than α (5% or 0.05).

Validity Test of Emotional Intelligence (EQ) Instrument

The results of the instrument validity test for the emotional intelligence (KE) variable can be seen in Table 4.

Table 4. Validity Test of Emotional Intelligence (EQ) Variable Instrument

No	Indicator	Code	Correlation Coefficient	Level Signification	Conclusion
1	Emosional awareness	KE11	0,781	0,000	Valid
2	Accurate self assessment	KE12	0,708	0,000	Valid
3	Self confidence	KE13	0,685	0,000	Valid
4	Self control	KE21	0,781	0,000	Valid
5	Adaptability	KE22	0,835	0,000	Valid
6	Achievement drive	KE31	0,810	0,000	Valid
7	Optimism	KE32	0,727	0,000	Valid
8	Empathy	KE41	0,803	0,000	Valid
9	Service Orientation	KE42	0,805	0,000	Valid
10	Influence	KE51	0,701	0,000	Valid
11	Conflict management	KE52	0,771	0,000	Valid

Source: Processed questionnaire, 2025

Based on Table 4, it shows that all indicators of the emotional intelligence (KE) variable consisting of 11 (eleven) indicators meet the instrument validity requirements. This can be seen

from the test significance value for the eleven indicators of the emotional intelligence (KP) variable of 0.000, which is smaller than α (5% or 0.05).

Reliability Test of Job Satisfaction (KK) Variable Instrument

The results of the reliability test for the job satisfaction (KK) variable instrument can be seen in Table 5:

Table 5. Reliability Test of Job Satisfaction (KK) Variable Instrument

Variable	Code	Alpha Cronbach	Nilai Alpha Cronbach required	Conclusion
Job Satisfaction	KK	0,762	0,6	Reliable
Career Development	PK	0,943	0,6	Reliable
Organizational Climate	IO	0,828	0,6	Reliable
Emotional Intelligence	KE	0,907	0,6	Reliable

Source: Processed questionnaire, 2025

From table 5 above it can be concluded that the construct of job satisfaction (KK) has good reliability. This is proven by the Cronbach's Alpha Based on Standardizer Items value of $0.762 > 0.60$

Hypothesis Testing of Structural Model of Research Results Equation

After analyzing the measurement model for each construct, it produces a Confirmatory Factor Analysis (CFA) model with a goodness of fit test (GOF), good validity and reliability for each construct. The next stage is to combine the five CFA model constructs to produce a hybrid model (full model). Based on the results of data analysis using LISREL 8.70, the overall suitability measure of the hybrid model (full model) is as follows.

Table 6. Overall Model Fit Measure (Hybrid Model) SEM

Indicator GOF	Expected standards	Estimation Results	Conclusion
Ukuran Absolute Fit			
GFI	$GFI \geq 0,90$	0,92	Good Fit
RMSEA	$RMSEA < 0,08$	0,079	Good Fit
Ukuran Incremental Fit			
NNFI	$NNFI \geq 0,90$	0,98	Good Fit
NFI	$NFI \geq 0,90$	0,97	Good Fit
AGFI	$AGFI \geq 0,90$	0,85	Marginal Fit
RFI	$RFI \geq 0,90$	0,97	Good Fit
IFI	$IFI \geq 0,90$	0,99	Good Fit
CFI	$CFI \geq 0,90$	0,99	Good Fit

Source: Results of processing with Lisrel 8.70, 2025

Based on Table 6 above, the 7 (seven) model suitability indices obtained have good fit measurement model suitability indices, namely GFI, RMSEA, NNFI, NFI, RFI, IFI and CFI. Meanwhile, 1 (one) other suitability measure has a marginal fit measurement model suitability index, namely AGFI. In this way, it can be continued with the next hybrid model measurement

analysis. The Hybrid Model (Full SEM) using Lisrel 8.70 is as shown in Figure 2

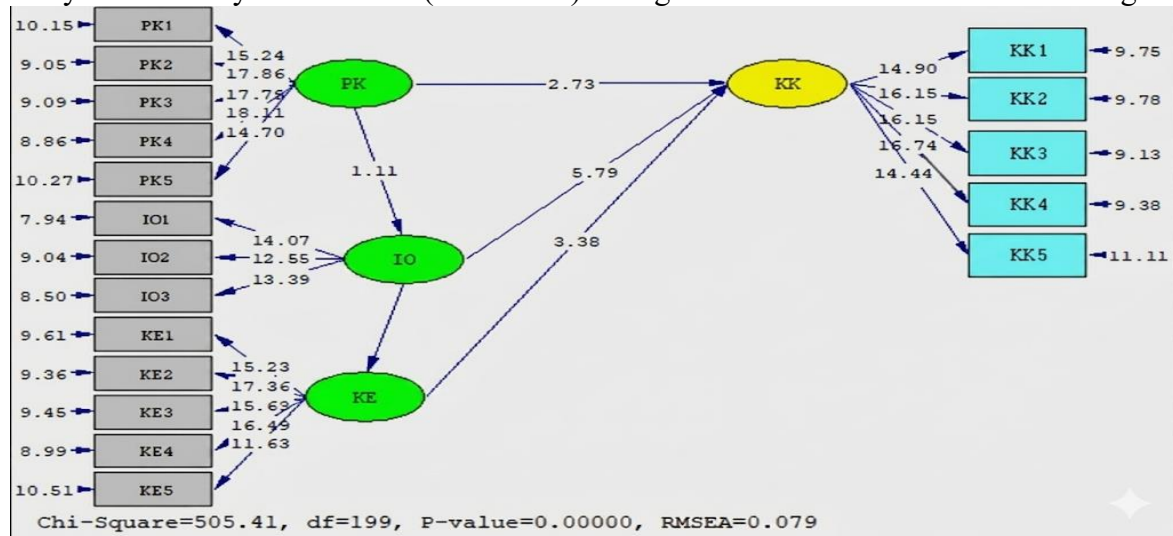


Figure 2. Model Hybrid

Based on Figure 2 above, the next step is to carry out a hybrid measurement model (full model) analysis of each variable, as shown in Table 5.37 below. Based on the results of the analysis with Lisrel 8.70, the overall structural equation model is obtained as seen in Figure 3.

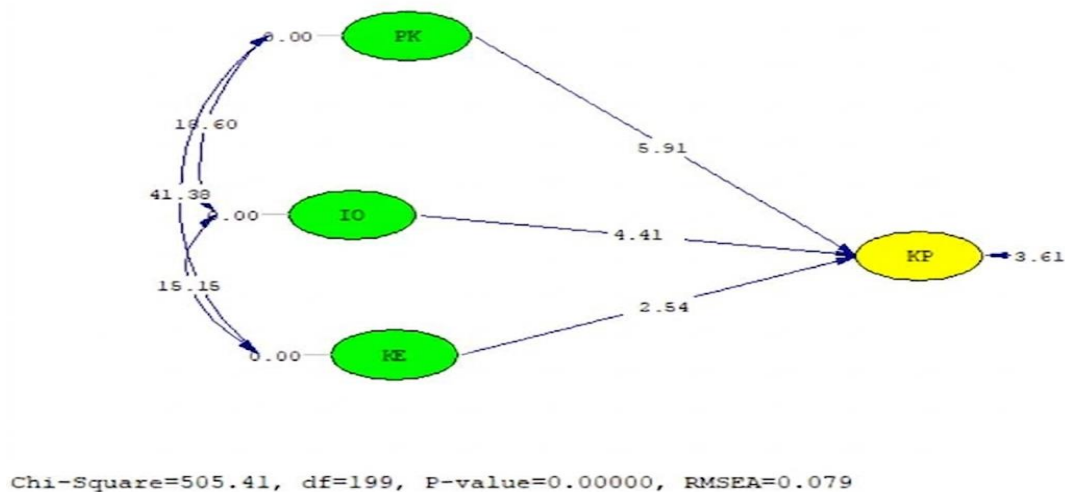


Figure 3. Structural Equation Model

Based on Figure 3, there is a relationship between exogenous and endogenous variables. The results of the significance test of the relationship between latent variables, or the path between two latent variables, can be seen in Table 7 below. Table 7 shows the resulting coefficient values along with the t-value. If the structural path has a t-value ≥ 1.96 , then the coefficient of the path is declared significant, and if the t-value < 1.96 , then it is concluded that the coefficient of the path is not significant.

Table 7. Uji Signifikansi Antar Variabel

No	Structural Trajectory	Koefisien Jalur	T-count	T-table	Tes result
1	Career Development (PK)	0,28	2,73	1,96	Signifikan
2	on Job Satisfaction (KK)	0,41	5,79	1,96	Signifikan

3	Organizational Climate (IO) on Job Satisfaction	0,32	3,38	1,96	Signifikan
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Source: Processing Results with Lisrel 8.70, 2025

Based on Table 7, it shows that the overall relationship between variables produces a t-count value greater than the t-table, so it can be concluded that the overall structural path of the relationship between variables shows an influence or is significant.

DISCUSSION

The Influence of Career Development (PK) on Job Satisfaction (KK)

The first hypothesis (H1) states that career development (PK) influences job satisfaction (KK). Based on Table 5.38, the path coefficient of the career development (PK) variable on job satisfaction (KK) is 0.28 with a calculated t value of $2.73 > 1.96$, so it can be said to be significant. The magnitude of the path coefficient indicates that the direct contribution of career development (PK) to job satisfaction (KK) is 0.28. Thus, it can be concluded that career development (PK) has a positive and significant effect on job satisfaction (KK) or in other words, Hypothesis 1 (H1) is accepted. The dimension that best reflects the career development (PK) variable is job promotion (PK4) with an indicator of opportunity for promotion (KM41). Meanwhile, the dimension that reflects job satisfaction (KK) is the career policy dimension (KK3) with an indicator of opportunity for promotion (KK31).

The Influence of Organizational Climate (IO) on Job Satisfaction (KK)

The second hypothesis (H2) states that organizational climate (IO) influences job satisfaction (KK). Based on Table 5.38, it shows that the path coefficient for the organizational climate variable (IO) on job satisfaction (KK) is 0.41 with a calculated t value of $5.79 > 1.96$, so it can be said to be significant. The magnitude of the path coefficient indicates that the direct contribution of organizational climate (IO) to job satisfaction (KK) is 0.41. Thus, it can be concluded that organizational climate (IO) is proven to have a positive and significant effect on job satisfaction (KK) or in other words that Hypothesis 2 (H2) is accepted. The dimension that best reflects the organizational climate variable (IO) is the structural approach (IO1) with indicators of the extent to which organizational rules influence member behavior (IO13). Meanwhile, the dimensions that reflect job satisfaction (KK) are the career policy dimension (KK3) with the promotion opportunity indicator (KK31).

Emotional Intelligence (KE) Influences Job Satisfaction (KK)

The third hypothesis (H3) states that emotional intelligence (KE) influences job satisfaction (KK). Based on Table 5.38, it shows that the path coefficient for the variable emotional intelligence (KE) on job satisfaction (KK) is 0.32 with a calculated t value of $3.38 > 1.96$, so it can be said to be significant. The magnitude of the path coefficient shows that the direct contribution of emotional intelligence (KE) to job satisfaction (KK) is 0.32. Thus, it can be concluded that emotional intelligence (KE) has been proven to have a positive and significant effect on job satisfaction (KK) or in other words, Hypothesis 3 (H3) is accepted. The dimension that best reflects the emotional intelligence (KE) variable is self-regulation (KE2) with indicators of adaptability (KE22). Meanwhile, the dimensions that reflect job satisfaction (KK) are the career policy dimension (KK3) with the promotion opportunity indicator (KK31).

Career Development (PK), Organizational Climate (IO) and Emotional Intelligence (KE) Jointly Influence Job Satisfaction (KK)

The fourth hypothesis (H4) states that career development (PK), organizational climate (IO), and emotional intelligence (KE) together influence job satisfaction (KK). Based on the structural equation in Table 5.38, it shows that the coefficient of determination (R^2) of the influence of the career development (PK), organizational climate (IO) and emotional intelligence (KE) variables together on job satisfaction (KK) is 0.85, so it can be said to be significant. The magnitude of the coefficient of

determination (R²) shows that the contribution of career development (PK), organizational climate (IO), and emotional intelligence (KE) together to job satisfaction (KK) is 85%, while 15% is a large influence outside the variables of career development (PK), organizational climate (IO), and emotional intelligence (KE). The variable that has the most dominant influence on job satisfaction (KK) is the organizational climate variable (IO). Thus, it can be concluded that career development (PK), organizational climate (IO) and emotional intelligence (KE) together have been proven to have a positive and significant effect on job satisfaction (KK), in other words that Hypothesis 4 (H4) is accepted.

CONCLUSION

The results of this study demonstrate that career development, organizational climate, and emotional intelligence each have a positive and significant effect on job satisfaction. Among the three independent variables, organizational climate has the strongest influence on job satisfaction ($\beta = 0.41$), followed by emotional intelligence ($\beta = 0.32$) and career development ($\beta = 0.28$). These findings indicate that improving the organizational work environment, fostering employees' emotional competencies, and providing clear career development opportunities are important factors in enhancing employees' job satisfaction.

Specifically, career development contributes to higher job satisfaction by providing employees with clear promotion opportunities, which emerge as the strongest indicator of both career development and job satisfaction. This finding suggests that employees perceive fair and transparent career advancement as an essential component of their overall satisfaction at work.

Furthermore, organizational climate exerts the greatest impact on job satisfaction, particularly through a well-structured organizational environment where rules, procedures, and organizational systems effectively guide employee behavior. A positive organizational climate creates a supportive workplace that encourages employees to perform effectively and experience greater satisfaction with their jobs.

In addition, emotional intelligence significantly enhances job satisfaction, with self-regulation—particularly adaptability—being the most influential dimension. Employees who are able to regulate their emotions and adapt to changing work situations are more likely to experience positive feelings toward their jobs and organizational environment.

Overall, the findings confirm that all three hypotheses (H1, H2, and H3) are supported. Therefore, organizations seeking to improve employee job satisfaction should prioritize the development of transparent career management systems, cultivate a positive organizational climate, and strengthen employees' emotional intelligence through continuous training and development programs.

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