



The Impact of Attitudes on Career Adaptability: Analysis of Organizational Citizenship Behavior as an Intervening Variable

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Abstract. *The purpose of this study is to assess how important attitudes are in relation to the career adaptability of PT. Lima Berjaya Persada Kutorejo - Mojokerto. The respondents in this study who work at PT. Lima Berjaya Persada Kutorejo - Mojokerto, was given a total of 49 questionnaires. Saturated sampling and sampling methods used in this kind of quantitative research. As a result, 49 employees were used as research samples. The data analysis method used is descriptive statistical analysis, especially the SEM-PLS test. Software called Smart PLS 4.0 is used to help with data processing. Analysis of external models (measurement models) used to analyze data. This study uses validity and reliability tests. The following in-depth analysis of the model (structural model evaluation) includes model quality testing (fit model), the use of a bootstrapping approach to test hypotheses, and cross-validation redundancy assessment (Q2). The test results showed that: 1) attitude had a significant and positive influence on Organizational Citizenship Behavior; 2) attitudes have a considerable influence on career adaptability; and 3) organizational citizenship behavior has a great influence on career adaptability. This study provides additional information for interested parties in the world of work about the influence of attitude on career adaptability through organizational citizenship behavior (ocb) of PT. Lima Berjaya Persada Kutorejo-Mojokerto. In addition, this research is also expected to be a guideline, reference, or reference for future research. The results of this research are expected to be useful for readers and add insight about the influence of attitude on career adaptability through the organizational citizenship behavior (ocb) of PT. Lima Berjaya Persada Kutorejo – Mojokerto.*

Keywords: *Attitude, Career Adaptability, OCB*

INTRODUCTION

Human resources (HR) are an organization that plays an important role in carrying out organizational work procedures and achieving organizational goals. Humans are the main component in the organization when compared to other resources. Of course, it is impossible for other resources to be utilized without human resources. Although the company is influenced by various elements, including advanced technology, modern machinery, capital and powerful systems, development will be in vain without the human handling and management of the organization (Arlisa Indriawati, 2024).

Employees will feel at peace and always give their best efforts to the organization if they work in a comfortable environment and encourage their work activities. Workers must also always maintain self-control in the face of extreme work pressure difficulties.

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Employees who maintain a calm demeanor will perform the tasks assigned by the organization immediately (Arrasyid, 2020).

A worker's attitude towards work and organization has a significant impact on how effectively they adjust to their career. A positive attitude can increase employee motivation, engagement, and dedication while making them more adaptable to changing conditions. On the other hand, an unfavorable outlook may limit adaptability and lower worker productivity. Employees' dedication to their careers is one of the elements that contribute to positive sentiment towards their work. Employees' dedication to their work is one of the elements that contribute to their high performance. An employee's career is viewed favorably if they can show that they are becoming more interested in learning, acquiring knowledge, and imparting that knowledge to others. Workers who are highly committed to their careers will experience significant progress in the performance of their duties and obligations in their current position (Makduani, 2023).

A person with high work flexibility will be able to anticipate their future better and face fewer career obstacles. People with high professional adaptability are better at handling change, less likely to experience prolonged unemployment, and make better career decisions (Makduani, 2023). Organizational civic behavior (OCB) is a function of HR that can help businesses. One of the hallmarks of individual activities in the workplace is organizational civic behavior (OCB). Contributions made by employees who go beyond the parameters of their job description and are not eligible for contractual compensation under the company's incentive program are referred to as this phrase. The position requirements and job descriptions of employee officials do not contain the organization's citizenship behavior, so if they are not shown, the corporation will not be sanctioned; However, in general, this may have an impact on the effectiveness of the organization, thus explaining that the company will succeed if its employees do not only do so (Kaligis et al., 2022).

Organizational Citizenship Behavior in a company through their willingness to try harder, their ability to prioritize tasks and responsibilities, their willingness to be patient, and their willingness to contribute ideas to the company. Everyone in the company does their job well in implementing organizational civic behavior can have a positive impact on the company. (Melvin & Wijayadne, 2023).

This research integrates three important concepts, namely attitude, organizational citizenship behavior, and career adaptability. Although each concept has been examined separately, this study explores the relationship between the three variables in a specific company context, which provides new insights into how attitudes can affect career adaptability through OCB. By focusing on PT. Lima Berjaya Persada in Kutorejo - Mojokerto, this study provides a local perspective that may be different from previous studies that were more general or focused on large companies in large cities. This may provide a deep understanding of organizational dynamics at the local level and how the Company's culture influences employee behavior. This study highlights the role of OCB as a mediator that has not been widely researched in the context of the relationship between attitudes and adaptability in careers. By showing that OCB can strengthen the relationship between positive attitudes and career adaptability, this study makes a new contribution to the existing literature. The findings of this study can provide practical recommendations for the management of PT. Lima Berjaya Persada in developing strategies to increase employee positive attitudes and encourage OCB. This can assist companies in creating a more adaptive and responsive work environment to change. Therefore, the objectives of the research are:

1. Analyzing how attitude plays a role in optimizing the organizational citizenship behavior of PT. Lima Berjaya Persada Kutorejo – Mojokerto.
2. Analyzing how attitude plays a role in optimizing the career adaptability of PT. Lima Berjaya Persada Kutorejo – Mojokerto.
3. Analyzing how organizational citizenship behavior plays a role in optimizing the career adaptability of PT. Lima Berjaya Persada Kutorejo – Mojokerto.

LITERATURE REVIEW

Attitude

One of the psychological components that affects how consumers behave or act when making purchases of goods and services is attitude. Consumers' judgments, sentiments, and tendencies towards a relatively constant object or thing are referred to as their attitudes (Siaputra, 2020).

A person's attitude has a great influence on his quality and is a very essential trait. This knowledge makes it clear that a person's attitude also conveys how they feel about something, whether it is positive or not in the form of words, deeds, or other things from others (Yoriko et al., 2020). Factors that affect a person's attitude or attitude, namely:

1. Self-experience.
2. Important influence of others.
3. Cultural influences.
4. Media influence.
5. The influence of education and religion.
6. Emotional influence.

Therefore, it can be said that an employee's attitude towards his workplace is characterized by how he reacts to his environment. If workers feel comfortable in their workplace, they will work well. The feeling of liking or disliking a job as a reaction to a person's experience at work can also be understood as a work attitude. Teamwork and work evaluation results are positively influenced by attitudes. Indicators according to (Arrasyid, 2020) as follows:

1. Self-control

Self-control is not simple. To maintain self-control and maintain calm in the face of adversity, we must have a calm mindset.

2. Flexible Hours

Employees who have flexible work arrangements will produce more quality work.

3. Work Commitment

It is the mindset of workers who are enthusiastic about their work and feel comfortable doing it.

Career Adaptability

A person's ability to effectively manage their professional development is called career adaptability, which is interpreted as readiness to face changes in their workplace and environment. Then went on to say that people who are adaptive are better equipped to adapt to demands, social and psychological challenges (Rasyida et al., 2020). By using career awareness, control, curiosity, and confidence, one can handle any developmental

difficulties, including task desires, transitions, and career trauma with accurate actions (Ferdy Leuhery et al., 2023).

Career adaptation is a term used to describe a person's readiness to face challenges or challenges throughout a career transfer (Agustini, 2022) The indicators of career adaptation are concern, control, curiosity, and confidence.

1. Concern

Concern is related to the issue of future orientation as well as a sense of optimism about the future. Concern involves developing a sense of hope and a planned attitude about the future.

2. Control

Self-confidence in managing career and decision-making.

3. Curiosity

A desire to explore new career opportunities.

4. Confidence

Confidence in the ability to overcome career challenges.

There are internal and external elements that can affect career adaptability. When a person feels in control, they may adjust to the demands of their environment more proactively. The perception of social support impacts people at different stages of their development (Ferdy Leuhery et al., 2023). The factors that affect career adaptability according to (Agustini, 2022) that is:

1. Personality

The idea that personality traits have a significant impact on how a person's characteristics adapt and that this process regulates behavioral manifestations introduces an integrative personality theory model that can be used to explain career behavior. This paradigm argues that a person's career adaptation, like career adaptability, is a dynamic mechanism that links dispositional states to characteristics. (emotions, feelings) with career narratives.

2. Emotional Intelligence

Commonly referred to as a soft skill or interpersonal skill, emotional intelligence (EI) is a broad term for a set of human abilities and dispositions that do not fall within technical or professional skills or general intelligence. Building and maintaining social relationships, setting career goals and objectives and adjusting to different

workplace cultures, and anticipating the emotional impact of changes, assignments, and career transitions are tasks that people with high emotional intelligence may be better off performing.

Organizational Citizenship Behavior

Organizational citizenship behavior according to (Pangestuti, 2018) was first introduced by Organ in the 1980s. "Performance that supports the social and psychological environment in which the performance of tasks takes place" is the definition of Organizational Citizenship Behavior. Because OCB encompasses behaviors that are important to the overall success of the organization but are not directly related to the task, OCB is essential for the organization.

OCB refers to pro-environmental behavior that is voluntary in nature. This behavior is voluntary, according to experts. These actions are taken by people at work to improve the atmosphere. The idea of organizational civic behavior gave rise to the concept of OCBE. These two ideas are different because when employees practice organizational civic behavior (OCB), they prioritize the interests of the organization. On the other hand, when employees practice OCB, they have an interest in the environment (Irsyad et al., 2021). According to (Agung et al., 2021) OCB indicators are as follows:

1. Altruism (sukarela)
Willingness to help colleagues with their task duties.
2. Courtesy (kesopanan)
Respect and consider the feelings of others.
3. Civic virtue (policy)
Active participation in organizational activities and concern for the welfare of the organization.
4. Conscientiousness (kesadaran)
Compliance with organizational rules and regulations.
5. Sportsmanship
Willingness not to complain about small things.

The term "OCB" refers to the helpful and constructive attitude of members of an organization that is valued by the business but is not related to individual productivity

(Agung et al., 2021). According to (Moelyati & Marlibatubara, 2022) Two main elements that have an impact on the increase in OCB:

- a. Internal factors of employees include motivation, job satisfaction, dedication, personality, and employee morale.
- b. External factors from outside the employee such as organizational culture, leadership style, and trust in leaders have an impact on Organizational Citizenship Behavior.

PERUMUSE HYPOTHESIS

Employees who make more volunteer efforts, demonstrate the organization and priorities, support colleagues, are willing to accept criticism, and contribute ideas to the company are examples of organizational civic behavior (OCB) displayed by employees in the organization. The implementation of effective organizational civic behavior by all employees can provide benefits to the company (Melvin & Wijayadne, 2023).

H1 : Attitude has a significant and positive effect on the organizational citizenship behavior (OCB) of employees of PT. Five Berjaya Persada.

Workers must be polite to the company and colleagues and have a positive work attitude. Employees' career adaptations correlate with their work attitudes. The tasks that the company does calmly to employees will be completed quickly (Arrasyid, 2020).

H2 : Attitude has a significant and positive effect on the career adaptability of employees of PT. Five Berjaya Persada.

Individual career adaptation in the workplace can also be influenced by the existence of corporate citizenship behavior. Employees create a healthy work environment when they demonstrate these traits, including being supportive of each other, communicating clearly, and going above and beyond positive call to duty. (Ferdy Leuhery et al., 2023) suggests that rather than career maturity, career flexibility should be the main construct in the theoretical part of professional development.

H3 : Organizational citizenship behavior has a significant and positive effect on the career adaptability of employees of PT. Five Berjaya Persada.

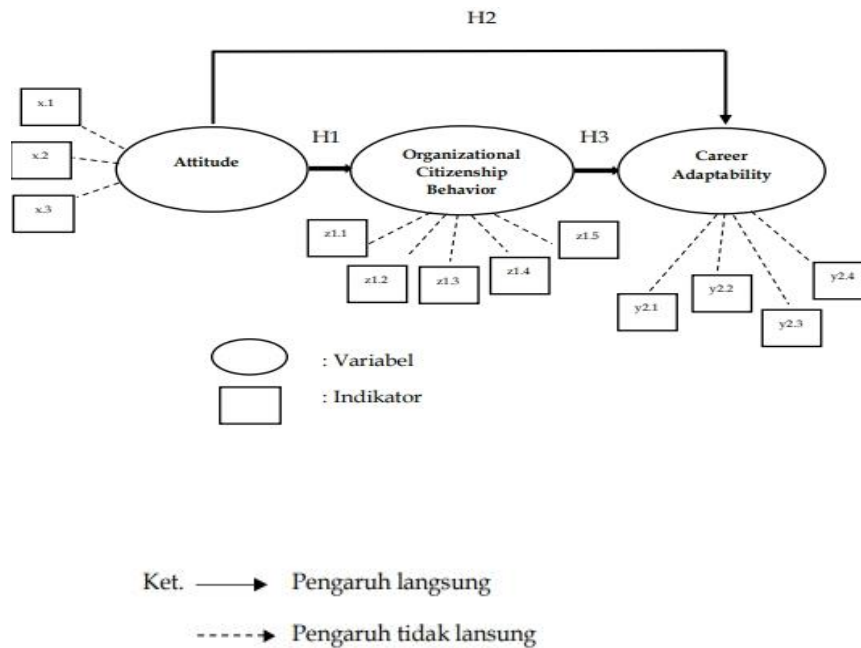


Figure 1. Conceptual Framework

METHODS

This study uses a quantitative research methodology to examine the relationship between attitudes towards career adaptability through organizational citizenship behavior in employees of PT Lima Berjaya Persada Kutorejo - Mojokerto.

The research population is 49 employees of PT Lima Berjaya Persada Kutorejo - Mojokerto. The company's address is Dsn. Keputran, Ds. Kutorejo, Kecamatan. Kutorejo, Mojokerto Regency 61383. The researcher used saturated sampling, with a nonprobability sampling method. And the sample of this study amounted to 49 employees.

The primary data used in this study was collected by distributing questionnaires to the staff of PT Lima Berjaya Persada Kutorejo - Mojokerto. In this study, a likert scale was used to answer the question.

Descriptive statistical analysis, namely the SEM-PLS test, is a data analysis method used in this study. The device used to assist in data processing is Smart PLS 4.0. The data test of this study uses an outer model analysis (measurement model) in which there is a validity and reliability test. Then there is an internal model analysis (structural

model evaluation) in which there is a model fit test, cross validated redundancy (Q2) and a hypothesis test through a method (bootstrapping).

RESULTS

Respondent Characteristics

This study used 49 employees of PT. Lima Berjaya Persada Kutorejo - Mojokerto was given a questionnaire as part of this study. The researcher first gave a questionnaire to the boss before distributing it to each employee. In total, 49 surveys were submitted, representing 100% of the population, and 49 surveys were returned, representing 100% of the population.

Table 1. Respondent Characteristics

| Gender | Frequency | Percentage (%) |
|--------------|-----------|----------------|
| 1. Male | 35 | 71,4 % |
| 2. Woman | 14 | 28,6 % |
| Total | 49 | 100 % |

| Age | Frequency | Percentage (%) |
|--------------|-----------|----------------|
| 1. 19 – 28 | 14 | 28,6 % |
| 2. 29 – 38 | 18 | 36,7 % |
| 3. 39 – 48 | 15 | 30,6 % |
| 4. 48 < | 2 | 4,1 % |
| Total | 49 | 100 % |

Source : Data Processed (2024)

Outer Model

Validity Test and Reliability Test

Table 2. Validity Test

| Variabel | Attitude (X) | Career Adaptability (Y) | Organizational Citizenship Behavior(Z) | Information |
|----------|--------------|-------------------------|--|-------------|
| X1 | 0.873 | | | Valid |
| X2 | 0.782 | | | Valid |
| X3 | 0.720 | | | Valid |
| Y1 | | 0.737 | | Valid |

| | | |
|----|-------|-------|
| Y2 | 0.788 | Valid |
| Y3 | 0.752 | Valid |
| Y4 | 0,784 | Valid |
| Z1 | 0.881 | Valid |
| Z2 | 0.883 | Valid |
| Z3 | 0.777 | Valid |
| Z4 | 0,816 | Valid |
| Z5 | 0,755 | Valid |

Source : Output Attachment SmartPLS data processed (2024)

Based on Table 2, the validity test can be ensured after computing using SmartPLS software version 4.0. This finding is that each item in each statement has a substantial value (≤ 0.05), which indicates that each item is considered valid.

The reliability test can be measured using two stages, namely Composite reliability and Cronbach's alpha with a value of >0.7 each. From the composite reliability and Cronbach's alpha tests that have been carried out, they are as follows:

| Variabel | <i>Cronbach's alpha</i> | <i>Composite reliability (rho_a)</i> | <i>Composite reliability (rho_c)</i> | <i>Average variance extracted (AVE)</i> |
|--|-------------------------|--------------------------------------|--------------------------------------|---|
| <i>Attitude (X)</i> | 0.706 | 0.732 | 0.836 | 0.631 |
| <i>Career Adaptability (Y)</i> | 0.766 | 0.772 | 0.850 | 0.586 |
| <i>Organizational Citizenship Behavior (Z)</i> | 0.881 | 0.886 | 0.913 | 0.679 |

Table 3. Composite Reliability and Cronbach's Alpha Test

Source : Output Attachment SmartPLS data processed (2024)

Convergen Validity

Average Variance Extrance (AVE)

AVE is the value that each variable has. AVE can be declared valid if it has a value of >0.5 . From the AVE analysis, the results were obtained as follows:

Tabel 4. Average Variance Extrance (AVE)

| Variabel | <i>Cronbach's alpha</i> | <i>Composite reliability (rho_a)</i> | <i>Composite reliability</i> | <i>Average variance extracted</i> |
|----------|-------------------------|--------------------------------------|------------------------------|-----------------------------------|
|----------|-------------------------|--------------------------------------|------------------------------|-----------------------------------|

| | | | (rho_c) | (AVE) |
|--|-------|-------|---------|--------------|
| <i>Attitude (X)</i> | 0.706 | 0.732 | 0.836 | 0.631 |
| <i>Career Adaptability (Y)</i> | 0.766 | 0.772 | 0.850 | 0.586 |
| <i>Organizational Citizenship Behavior (Z)</i> | 0.881 | 0.886 | 0.913 | 0.679 |

Source : Output Attachment SmartPLS data processed (2024)

Table 4. It is known that, the result of the AVE value is >0.5. This means that the values of each variable *Attitude (X)*, *Career Adaptability (Y)*, *Organizational Citizenship Behavior (Z)* are declared valid and suitable for use as the next test step.

Discriminant Validity

Fornell Larcker Criterion

Fornell larcker criterior analysis, obtained the following results:

Tabel 5. Fornell Larcker Criterion

| Variabel | <i>Attitude (X)</i> | <i>Career Adaptability (Y)</i> | <i>Organixational Citizenship Behavuior (Z)</i> |
|--|---------------------|--------------------------------|---|
| <i>Attitude (X)</i> | 0.794 | | |
| <i>Career Adaptability (Y)</i> | 0.673 | 0.766 | |
| <i>Organizational Citizenship Behavior (Z)</i> | 0.584 | 0.765 | 0.824 |

Source : Output Attachment SmartPLS data processed (2024)

Table 5 shows that the correlation of the variable and the variable itself is higher than the correlation between the variable and other variables. Thus, it can be interpreted that the correlation between the variables and the variables themselves is valid and can be used for the next test step.

Cross Loading

Table 6. Cross Loading Test

| Variabel | Indicator | <i>Attitude (X)</i> | <i>Career Adaptability(Y)</i> | <i>Organizational Citizenship Behavior (Z)</i> |
|----------|-----------|---------------------|-------------------------------|--|
|----------|-----------|---------------------|-------------------------------|--|

| | | | | |
|----|-------------------------------------|--------------|--------------|--------------|
| X1 | Self-Control | 0.873 | 0.642 | 0.538 |
| X2 | Flexible Hours | 0.782 | 0.397 | 0.459 |
| X3 | <i>Work Commitment</i> | 0.720 | 0.533 | 0.383 |
| Y1 | Concern | 0.405 | 0.737 | 0.497 |
| Y2 | Control | 0.740 | 0.788 | 0.575 |
| Y3 | Curiosity Confidence | 0.490 | 0.752 | 0.602 |
| Y4 | | 0.376 | 0.784 | 0.659 |
| Z1 | Altruism (sukarela) | 0.562 | 0.682 | 0.881 |
| Z2 | Courtesy (sopan) | 0.336 | 0.638 | 0.883 |
| Z3 | Civic Virtue (policy) | 0.331 | 0.600 | 0.777 |
| Z4 | Conscientiousness (kesadaran) | 0.418 | 0.641 | 0.816 |
| Z5 | Sportsmanship (defiant attitude) | 0.686 | 0.579 | 0.755 |

Source : Output Attachment SmartPLS data processed (2024)

Table 6. It can be seen that the correlation value between the indicator and the variable itself is higher than the correlation value between the indicator and other variables, namely with a value of >0.7 . So it is concluded that this research can be continued to the next stage of testing.

Inner Model

Path Coefficients

Table 7. Test Path Coefficients

| Variabel | <i>Original sample (O)</i> | <i>Sample mean (M)</i> | <i>Standard deviation (STDEV)</i> | <i>T statistics (Or /STDEV)</i> | <i>P values</i> |
|---|----------------------------|------------------------|-----------------------------------|----------------------------------|-----------------|
| <i>Attitude (X) -> Career Adaptability (Y)</i> | 0.343 | 0.346 | 0.103 | 3.332 | 0.001 |

| | | | | | |
|---|--------------|-------|-------|-------|-------|
| <i>Attitude (X) -></i> | 0.584 | 0.600 | 0.102 | 5,714 | 0.000 |
| <i>Organizational Citizenship behavior (Z)</i> | | | | | |
| <i>Organizational Citizenship Behavior (Z -></i> | 0.564 | 0.567 | 0.095 | 5,908 | 0.000 |
| <i>Career Adaptability (Y)</i> | | | | | |

Source : Output Attachment SmartPLS data processed (2024)

The results of the data analysis in table 7, *the path coefficients* can be seen from the value of the original sample O (*original sample O*). The value of the original sample O produced by the *Attitude (X)* variable on *Career Adaptability (Y)* has a value of 0.343 where the value is close to the value range of 1, so it is interpreted that the relationship of the *Attitude (X)* variable to *Career Adaptability (Y)* is positive.

The value of the original sample O produced by the *Attitude (X)* variable towards *Organizational Citizenship Behavior (Z)* has a value of 0.584 where the value is close to the value range of 1, so it is interpreted that the relationship of the *Attitude (X)* variable to *Organizational Citizenship Behavior (Z)* is positive.

The value of the original sample O produced by the *variable Organizational Citizenship Behavior (Z)* on *Career Adapbility (Y)* has a value of 0.564 where the value is close to the value range of 1, so it is interpreted that the relationship between the *variable Organizational Citizenship Behavior (Z)* and *Career Adapbility (Y)* is positive.

Goodnes of Fit (GoF) Index atau Model Fit

Table 8. Test the Goodnes of Fit (GoF) Index or Model Fit

| | Saturated model | Estimated model |
|------------|------------------------|------------------------|
| SRMR | 0.116 | 0.166 |
| d_ULS | 1,050 | 1,050 |
| d_G | 0.591 | 0.591 |
| Chi-square | 143.129 | 143.129 |

NFI**0.630****0.630**

 Source : Output Attachment SmartPLS data processed (2024)

Analyzing the data in table 8, it is known that the NFI value produced is 0.630 which if the value is presented to be 63%. So it can be concluded that the model in this study is 63% fit.

Uji Hypothesis

Table. 9 Hypothesis Testing

| Variabel | P values |
|--|--------------|
| <i>Attitude (X) -> Career Adaptability (Y)</i> | 0.001 |
| <i>Attitude (X) -> Organizational Citizenship Behavior (Z)</i> | 0.000 |
| <i>Organizational Citizenship Behavior (Z) -> Career Adaptability (Y)</i> | 0.000 |

 Source : Output Attachment SmartPLS data processed (2024)

Table 9. It is known that the results of hypothesis test analysts and hypothesis testing are seen from the value of P values. The P values produced by the *Attitude (X)* variable on *Career Adaptability (Y)* has a final value of 0.001 which means that the value is <0.05 so that it can be interpreted that *Attitude (X)* has a significant and positive effect on *Career Adaptability (Y)*.

The P values produced by the *Attitude (X)* variable on *Organizational Citizenship Behavior (Z)* have a final value of 0.000 which means that the value is <0.05 so that it can be interpreted that *Attitude (X)* has a significant and positive effect on *Organizational Citizenship Behavior (Z)*.

The P values produced by the *Organizational Citizenship Behavior (Z)* variable on *Career Adaptability (Y)* have a final value of 0.000 which means that the value is <0.05 so that it can be interpreted that *Organizational Citizenship Behavior (Z)* has a significant and positive effect on *Career Adaptability (Y)*.

DISCUSSION

PT. Lima Berjaya Persada Kutorejo – Mojokerto basically continues to strive to improve the quality of every business sector they do, this is done to face changes or developments in the business world that are increasingly strict and dynamic. At first glance, this company has actually developed in a positive direction, which can be seen from the development of production activities through the construction of warehouses and the addition of machines to the variety of brand new products and marketing activities. This certainly shows significant progress from every step taken by the company in the future. However, on the other hand, the human resources sector still needs attention to improve the quality of its human resources. There are still some employees who still lack attitude and help each other do their work which is considered influenced by several factors around them. This research was conducted at PT. Lima Berjaya Persada Kutorejo - Mojokerto on the influence of attitude on career adaptability through organizational citizenship behavior. Based on the description of the results of the study, it can be seen that the study selected several characteristics of respondents to identify respondents based on the gender and age of each respondent.

The results obtained can be seen that most of the respondents are male who has a percentage of 71.4% and the rest of the female respondents are 28.6%. This shows that activities in the company are still dominated by men.

Meanwhile, the results obtained based on the age of the respondents were dominated by employees aged 29-38 years (46.7%), followed by employees aged 39-48 years (30.6%), followed by 19-28 years old by 28.6%, and the last age over 48 years (4.1%).

Furthermore, the results of the hypothesis testing in the study have all been proven to be correct, which are as follows:

Attitude terhadap Organizational Citizenship behavior

Attitude has a significant and positive effect on (OCB). With the attitude of employees, it can show the attitude of employees who make more voluntary efforts, show organization and prioritization of tasks and responsibilities, support colleagues, and be willing to tolerate and contribute ideas to the company is known as organizational civic

behavior, or OCBC. If implemented correctly by all employees, the organization's civic behavior can benefit the business. (Melvin & Wijayadne, 2023).

Based on the findings of hypothesis testing conducted using the bootstrapping method, attitudes have a significant and positive effect on organizational civic behavior; In other words, if attitudes increase, organizational citizenship behavior will also increase. On the contrary, a decrease in attitude will result in a decrease in the organization's civic behavior.

Attitude has a great influence on employees who do not help their colleagues in doing their work. So directly attitude has a great influence on OCB. The implementation of effective organizational civic behavior by all employees can provide benefits to the business.

Attitude terhadap Career Adaptability

Attitude has a significant and positive effect on career adaptability. Workers must be polite to the company and colleagues and have a positive work attitude. Employees' career adaptations correlate with their work attitudes. Employees who maintain a calm demeanor will perform the tasks assigned by the organization immediately (Arrasyid, 2020).

From the results of hypothesis testing with the bootstrapping approach, it is seen that the attitude has a great and positive influence on career adaptability. In other words, if attitudes grow, career adaptability will also increase. On the contrary, a decrease in attitude will result in a decrease in professional flexibility.

Attitude has a great influence on the employee's career in carrying out their work. So attitude directly affects the career adaptability of employees. Good attitude behavior will be more valuable for employees' career paths in the future and can also have a positive impact on the company.

Organizational Citizenship Behavior terhadap Career Adaptability

The existence of organizational citizenship behavior is also able to affect an individual's career adaptation in the work environment. When employees exhibit these behaviors, such as helping each other, communicating effectively, and contributing more than just formal tasks, they create a positive work atmosphere.

Organizational citizen behavior has a significant and positive influence on career adaptability, according to the results of hypothesis tests conducted using the

bootstrapping method. In other words, if the organization's civic behavior increases, career adaptability will also increase. Conversely, career adaptability will decrease if organizational citizenship behavior decreases.

OCB has a great influence on the adaptation of employees' careers in carrying out their work and also for the future career path of employees. So OCB directly affects the career adaptability of employees. Good OCB behavior will be more valuable for the employee's career path in the future because there are rarely employees who apply voluntary behavior or copy to help colleagues, if applied in the company it creates a positive work atmosphere and can provide benefits for the company.

CONCLUSION

Conclusion Based on the results of the data analysis in the previous chapter, it can be concluded that:

1. The analysis model is that Attitude has a significant and positive effect on Organizational Citizenship Behavior. The results were obtained from hypothesis testing through the *bootstrapping method* of the Attitude variable having a significant and positive effect on Organizational Citizenship behavior with a significance level of 0.000 meaning 0.000 less than 0.05. where the findings show that the hypothesis can be verified and accepted.
2. The analysis model is that Attitude has a significant and positive effect on Career Adaptability. The results were obtained from hypothesis testing through *the bootstrapping method* , the Attitude variable had a significant and positive effect on Career Adaptability Having a significance level of 0.001, meaning that 0.001 was less than 0.05. where the findings showed that the hypothesis could be verified and accepted.
3. The analysis model is that Organizational Citizenship Behavior has a significant and positive effect on Career Adaptability. These results were obtained from hypothesis testing through the *bootstrapping method* , the Organizational Citizenship Behavior variable had a significant and positive effect on Career Adaptability with a significance level of 0.000, meaning 0.000 less than 0.05. where the findings showed that the hypothesis could be verified and accepted.
- 4.

Suggestion

Here are some related recommendations that can be made in connection with the findings and conclusions of the study. In the future, it is hoped that leaders/superiors in the company will be able to create stronger relationships or bonds with employees, not just limited to carrying out their respective duties. And the company is able to strive to provide direction to its employees, both through training, compensation, awards, and a sense of security. And also all parties in the company are able to work together in creating a more effective and conducive organizational culture, so the positive attitude of employees and volunteer activities to help each other will increase, also can provide the best in the future for the company.

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