

**THE INFLUENCE OF WORK-LIFE BALANCE AND CAREER DEVELOPMENT  
ON JOB SATISFACTION OF EMPLOYEES OF PT CHAROEN POKPHAND  
INDONESIA SEPANJANG PLANT**



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**Abstract**

The purpose of this study was to determine and examine the effect of career development and work-life balance on the job satisfaction of employees of PT Charoen Pokphand Indonesia Sepanjang Plant. The entire population is used as a research sample in this quantitative research design, which also uses probability sampling techniques with a total of 50 respondents by census. To ensure the accuracy and consistency of the data, questionnaires that had undergone validity and reliability tests were distributed to collect the data. SmartPLS4 software was used to analyze the data. By using the partial least squares (PLS) analysis approach combined with the structural equation model (SEM) to test the hypothesis of this study. The Likert scale was used as the measurement scale in this study. The findings of this study explain that employee job satisfaction is positively and significantly influenced by work-life balance. Employee job happiness is positively and significantly influenced by career growth.

**Keywords:** Career Development, Job Satisfaction, Work-Life Balance

## INTRODUCTION

Human resources have a strategic role as a determinant of whether or not the goals of an organization are achieved. The company will experience difficulties if its human resources are not responsible for completing their duties and obligations which will have an impact on operational activities. Therefore, companies must be firm in terms of human resource management to achieve good performance. Alvaritzi (2023) states that the level of performance can be influenced by employee job satisfaction so it must continue to be considered wisely. Job satisfaction is defined as a response that includes awareness of the attitude measured from the assessment of achievement so that it helps employees feel motivated (Afandi, 2018). Job satisfaction will make employees eager to maintain and uphold the business and carry out their responsibilities to the fullest.

PT Charoen Pokphand Indonesia started its business in 2019 as a leading chicken feed manufacturer in Indonesia which has continued to grow until now and has spread to many locations. The company, located in Sidoarjo Regency, was founded in 1976 and has a capacity of 600,000 tons for annual production. The main focus now is on agro-business activities, such as the manufacture of premium chicken feed. Employees in the warehouse section in particular play a crucial part in accomplishing the objectives of the business, which are to receive materials, plan the storage of raw materials and finished goods, and deliver supplies to the production line. However, one of the problems currently faced is the high level of employee tardiness and absenteeism that fluctuates or is high in certain months. According to Hasibuan (2018), employee absence and tardiness at work are forms of job dissatisfaction. Mangkunegara (2019) states that employees feeling quite content with their jobs tend not to be late for work, and vice versa.

The first indication of job satisfaction is work-life balance. The average overtime hours are quite high every month, namely 5-218 hours. According to one employee in the warehouse section, some employees with certain positions were required to work overtime because they had to help in the production process. In addition, other employees sometimes have to work overtime at any time when needed. According to the Central Bureau of Statistics (BPS), Indonesians will work a total of 40 hours a week by 2022. This indicates that

employees work excessive hours, which can result in them not being able to divide their time between work and family.

The second indication of job satisfaction is closely related to career development (Fatmawati, 2021). From the interviews conducted, according to employees, career development such as soft skills training is still very minimal because it is rarely done. In addition, employees complain about improper communication of information regarding job promotions. This shows that career development in its implementation has not been effective. According to (Panagiotakopoulos, 2012) employees who have more education and training are more productive than those with less training and education.

Research conducted by Fedrik, et al. (2019) states that simultaneously and partially work-life balance and career development affect employee job satisfaction. The results of this study are not relevant to Kartika (2022), where work-life balance has no effect on job satisfaction but career development affects job satisfaction. The researchers are therefore interested in carrying out a study that tries to ascertain the impact of career development and work-life balance on employee job satisfaction at PT Charoen Pokphand Indonesia Sepanjang Plant based on the phenomena that have been discussed.

## **REVIEW OF LITERATURE**

### **Job Satisfaction**

Based on Kasbuntoro et al. (2020), contentment at work is an emotional state where someone enjoys and likes their job. When job satisfaction among employees is created, this is usually seen in their attitude toward the company, which is often positive in terms of employee achievement, discipline, and morale (Sibuea et al, 2022). In simpler terms, job satisfaction is a sense of belief in the happiness of work that can motivate employees to do their best in the organization. Job satisfaction will make employees feel energized to maintain and uphold the business and perform their responsibilities to the fullest.

Several factors that can affect employee job satisfaction according to Fatmawati (2021) include psychological, social, physical, and financial factors.

The indicators of job satisfaction according to Robbins, 2012 in Olivia, 2020 are: satisfaction with incentives, satisfaction with the job itself, satisfaction with superiors, satisfaction with coworkers, and contentment with promotions.

### **Work-Life Balance**

Considering the viewpoint of Parkes, L.P., & Langford (2008) in Fatmawati (2021), a person who can successfully manage their job and personal duties while also balancing their obligations outside of work is said to have a work-life balance. According to the explanation given, work-life balance refers to an individual's ability to balance their time between work and family to accomplish their duties and fulfill their commitments. Furthermore, work-life balance can influence an individual's behavior and decision-making because it is intimately linked to one's personal life and efforts to attain it (Nugraha & Rukhviyanti, 2024). After all, workers place a high value on their personal and professional lives.

Factors that can affect work-life balance as stated by Fatmawati (2021) are personality characteristics, family, work, and attitudes. Even though the perception of work-life balance between one individual and another is different, in the end, when someone achieves balance and harmony between the suitability of time and psychological well-being between the two, one could say that the individual has a work-life balance. So more deeply, Fatmawati lists several markers, including the balance of time, involvement, and satisfaction, that can be used to gauge this equilibrium.

Research by Rodriguez-Sanchez, et al. (2020) explains that the human model as a measure of business success can be improved by using strategies that improve work-life standards. Thus, if the company succeeds in realizing work-life balance, the higher the employee satisfaction will be.

### **Career Development**

The requirements for the position held by a person during his work period, ideally with training supplied by the business, are defined as career development (Nursifa et al, 2024). According to Rivai in (Olivia, et al., 2020) career development is the process of increasing one's talent to get career choices that are in demand. This shows that a person

develops their profession through a process experienced throughout his life, which results in learning opportunities and better achievement.

Kartika (2022) mentions several factors that can influence career development, including job performance, introductions by others, organizational commitment, mentors or sponsors, opportunities for growth, and resignation. The indicators of career development, according to Hasibuan (2018), are education, training, transfer, tenure, and promotion.

Research by Muhammad Iqbal and Trisninawati (2020) shows career development significantly affects employees' job satisfaction. According to additional research by Asrani (2022), career development significantly and positively affects job satisfaction. Therefore, it follows that when a company places a strong priority on career growth, its employees will be happier in their positions.

## **RESEARCH METHOD**

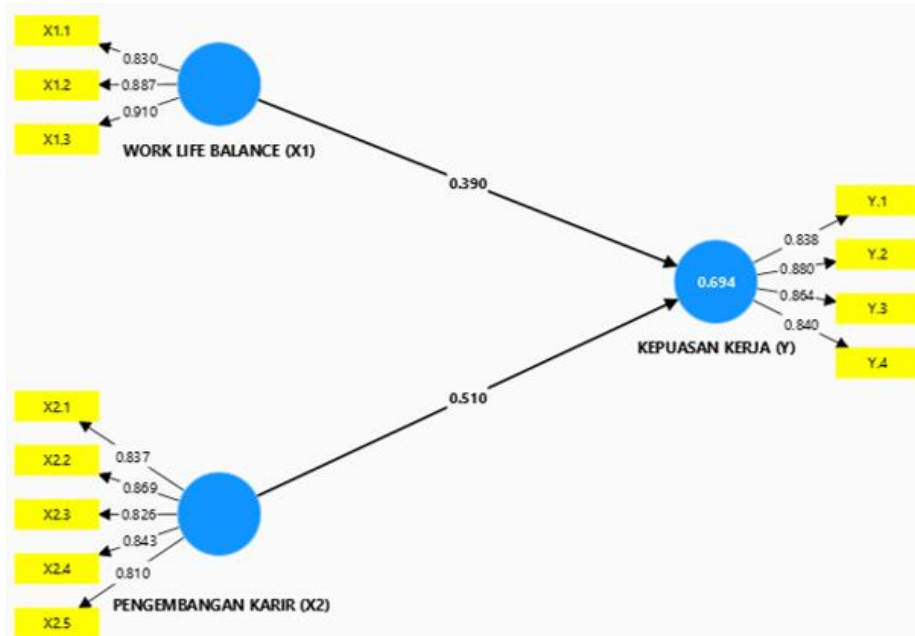
This study's research approach is quantitative. To test preconceived hypotheses, populations, samples, and data collected with research instruments are examined using quantitative or statistical data analysis (Sugiyono, 2018). Likert 1–5 is the scale used in this study, while SEM-PLS with SmartPLS4 software is the analysis technique. All fifty staff of the PT Charoen Pokphand Indonesia Sepanjang Plant in the warehouse section became the research sample. Every person in the population was employed as a research sample in the probability sampling method, which is based on the census technique. Therefore, fifty employees answered this survey.

## **RESULTS AND DISCUSSION**

### **Results of Respondent Characteristics**

There were 50 respondents in this survey. Gender, age, tenure, and latest education are some of their many characteristics. As a result, 38 employees were male (76%) and 12 respondents were female (24%), based on the characteristics of the respondents by gender. 66% of the employees are in the age group of 20 to 30 years old. 24% of employees are

between 31 and 40 years old. 10% of the population is over 40 years old. 64% have a tenure of between one and five years. 36% have more than five years of service. based on education, specifically S1 by 92% and SMA or equivalent by 8%.



**Figure 1.**  
**PLS Conceptual Model Picture**

The PLS output image above displays the magnitude of each indicator's factor loading value situated above the arrow between the variable and the indicator, in addition to the strength of the path coefficient above the line that connects the exogenous and endogenous variables. All indicators that represent job satisfaction (Y), career growth (X2), and work-life balance (X1) have convergent validity values  $> 0.7$  and can be deemed valid based on the aforementioned analysis. Additionally, the endogenous variable's (job satisfaction variable) (Y) circle displays the size of the R-square value.

### Validity Test

For the validity test, AVE with a value above 0.5 means that the validity sufficiency is acceptable and the model is declared good.

**Table 1.**  
**Validity Test**

	<b>Average Variance Extracted (AVE)</b>
Work-Life Balance (X1)	0.768
Career Development (X2)	0.701
Job Satisfaction (Y)	0.732

The findings of the AVE test show that the work-life balance variable (X1) has a value of 0.768, career growth (X2) 0.701, and job satisfaction (Y) 0.732, respectively. All three variables are above 0.5. So, it can be concluded that all variables in this study have good validity.

**Reliability Test**

The reliability test can be seen from the composite reliability, which indicates how much the measurement device can be relied upon to be trusted. Indicators are said to be consistent in measuring their latent variables if they have a value above 0.70.

**Table 2.**  
**Reliability Test**

	<b>Composite Reliability</b>
Work-Life Balance (X1)	0.908
Career Development (X2)	0.921
Job Satisfaction (Y)	0.916

The table above shows that the work-life balance variable (X1) has a composite test value of 0.908, the career development variable (X2) 0.921, and the job satisfaction variable (Y) 0.916, and the composite reliability value for the three variables is more than 0.70. It can be concluded that all the research variables used are said to be reliable.

**Inner Model (Structural Model Testing)**

**Table 3.**  
**Structural Model Testing**

	<b>R-square adjusted</b>
Job Satisfaction (Y)	0.694

The work satisfaction variable has an R-square value of 0.694. Thus, 69.4% of job satisfaction (Y), which is influenced by the independent variables work-life balance (X1) and career development (X2), can be explained by the model. The remaining 30.6% can be

explained by variables outside the purview of this study (apart from work-life balance and professional advancement).

### Hypothesis Testing

**Table 4.**  
**Hypothesis Testing**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T-Statistics ( O/STDEV )</b>	<b>P Values</b>
Work-Life Balance -> Job Satisfaction (Y)	0.390	0.388	0.134	2.923	0.003
Career Development (X2) -> Job Satisfaction (Y)	0.510	0.519	0.134	3.804	0.000

H1: Work-life balance has a positive effect on job satisfaction and can be accepted. These results are due to P values of  $0.000 < 0.05$ , the original sample (O) value of 0.390, which is positive, and the T-statistics value of  $2.923 > 1.96$  (derived from the  $Z_{\alpha} = 0.05$  or 5% table).

H2: Career development has a positive effect on job satisfaction and can be accepted. These results are due to P values of  $0.000 < 0.05$ , the original sample (O) value of 0.510, which is positive, and the T-statistics value of  $3.804 > 1.96$  (derived from the  $Z_{\alpha} = 0.05$  or 5% table).

### The Effect of Work-Life Balance on Job Satisfaction

Work-life balance has a positive and significant influence on job satisfaction, according to research findings. With the existence of work-life balance being able to increase employee job satisfaction at PT Charoen Pokphand Sepanjang Plant, which leads to an increase in high-quality work results, the hypothesis formulated earlier is in line with the results of this study. The research Fedrik, Christoffel, Greis (2019), Asrani (2022), Fatmawati (2021), Uki Yonda Aseptia, and Sekar Harumni (2018) is relevant to the findings of this study. Meanwhile, it does not follow the research findings of Kartika (2022), where it is stated that work-life balance does not affect job satisfaction because PT GOS Indoraya is an outsourcing service provider company with non-rigid working hours and employees are allowed to go

home early after completing their work. The working hours usually start at 09.00–15.00 WIB, with five working days a week so that employees can still spend time outside of work for family and other personal needs.

Depending on how the data processing on the outer model turned out, the original sample (O) results are the highest value on X1.3, which is 0.910. The data shows that "I am happy in carrying out my role life at work and in the family." So, it can be interpreted that employees with sufficient time to fulfill work and family obligations play an important role in increasing employee job satisfaction.

### **The Effect of Career Development on Job Satisfaction**

In accordance with the research, career development has a positive and significant impact on job happiness. As a result, employers who offer their staff career development chances will see an improvement in employee job satisfaction at PT Charoen Pokphand Indonesia Sepanjang Plant. Therefore, the hypothesis formulated earlier corresponds to the results obtained. This research is relevant to the research of Fedrik, Christoffel, Greis (2019), Faronsyah, Trisninawati (2020), Fatmawati (2021), Asrani (2022), and Kartika (2022).

Relying on the way the data analysis on the outer model, the original sample (O) results have the highest value in X2.2, which is 0.869. This data shows that "the opportunity to get job training". It can be concluded that, with job training, it is expected that the higher the level of employee job satisfaction.

## **CONCLUSION**

It is clear from the research findings discussed above that work-life balance significantly and favorably affects employee job satisfaction. Employee work happiness is positively and significantly impacted by career growth. Maintaining a healthy work-life balance would help staff at PT Charoen Pokphand Indonesia Sepanjang Plant feel more satisfied with their jobs. Similarly, a company's support of initiatives for professional advancement can boost employee happiness. The likelihood of employees participating in career development programs is positively correlated with job satisfaction. It is therefore anticipated that businesses will enhance career development through online training, on-the-job training, off-

the-job training, and other means to support employees in their professional growth, and will adopt work-life balance through events like family get-togethers or other initiatives.

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