
**THE INFLUENCE OF CAREER DEVELOPMENT, WORK LIFE BALANCE,
AND COMPENSATION ON EMPLOYEE JOB SATISFACTION**

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Abstract

This research seeks to examine how career progression, work-life harmony, and remuneration affect job satisfaction among employees at PT Wijaya Gyokai Indonesia. In the context of increasingly fierce business competition, effective human resource management is the key to the company's success. The chosen research design is quantitative with primary data collection through observation, interviews, and questionnaires, involving 150 employees as samples. Findings from the analysis indicate that both career advancement and financial rewards exert a positive and statistically significant impact on employee satisfaction. In contrast, work-life balance appears to have no meaningful effect. Simultaneously, the three factors contribute 41.1% to the variation in job satisfaction. The findings emphasize the importance of companies in improving career development programs and fair compensation systems to increase employee job satisfaction, while the work-life balance aspect needs a more contextual approach to have a more significant impact.

Keywords: Career Development, Work Life Balance, Compensation, Job Satisfaction

INTRODUCTION

Workforce are one of the most important factors in the success of the company. In the midst of increasingly fierce business competition, companies need to manage their human resources optimally, because humans are the main drivers of various production factors and other resources owned by the company. Along with the increasing competition between companies, each company is required to improve aspects related to itself to be more responsive, so that they can survive and develop, especially in human resources. Therefore, the progress of a company depends on the ability of its human resources (Prihantoro, 2012).

HR in Indonesia play a imperative role in supporting the country's economic, social and political development. According to BPS, Indonesia has great potential in terms of manpower, ranking fourth globally in terms of total inhabitants, this nation is home to upwards of 270 million people. About 70% of Indonesia's total population is in the productive age, which is between 15 to 64 years old, which provides a great opportunity for the country to utilize a skilled and productive workforce, yet effective and quality human resource management is still a challenge to be faced. In the context of state development, Indonesian human resources not only play a role in creating a productive workforce, but also in building the country's competitiveness in the global arena. On the other hand, it is a challenge so that this productive age can become a valuable asset for the country, as well as when they work in companies. Excellent human resources when they work are expected to work optimally for their company.

Professionally competent personnel are expected to fulfil their responsibilities effectively as entrusted by the organisation, demonstrating full commitment in supporting corporate objectives. (Solahudin et al., 2024).

Enhancing staff contentment is viewed as a key element in shaping competent organisational talent. The level of fulfilment experienced by employees plays a crucial part in determining the overall achievement of the business. Employees who feel satisfied with their jobs tend to be more motivated, productive, and loyal to the company. Job satisfaction can increase employee engagement, reduce absenteeism, and minimize turnover. Job satisfaction includes various rights that employees should get. According to Tuhumena Tentama (2015) if the staff satisfaction scale is low, it will result in the unsmoothness of a company, and the production process is hampered. This is due to tardiness and high levels of absenteeism. Job satisfaction in employees concerns employee behavior while working, workers are likely to experience contentment and demonstrate strong allegiance to the organization if their job fulfillment aligns with their expectations and desires.

One of the problems of employees not wanting to work optimally is due to their low job satisfaction. A problem that is often encountered in the workplace is the low job satisfaction of employees, which affects their non-optimal performance. According to a survey released in 2023, around 75% of employees in Indonesia expressed satisfaction with their jobs, although factors such as salary, rewards, and work-life balance remain a cause of dissatisfaction for most employees ([pwc.com](https://www.pwc.com)). However, another survey also shows that 73% of employees are dissatisfied with their jobs due to these issues ([id.jobstreet.com](https://www.id.jobstreet.com)). Factors such as inappropriate pay, lack of recognition, and lack of opportunities for career development often trigger this dissatisfaction, which results in decreased productivity and loyalty to the company ([privvy.id](https://www.privvy.id)).

The salaries of employees in Indonesia tend to be lower compared to other countries in Southeast Asia. For example, the monthly minimum wage in Indonesia ranges from Rp2 million to Rp5 million in 2024 (finance.detik.com). Meanwhile, in Malaysia, the minimum wage reaches around Rp5 million (ekbis.sindonews.com), and in Singapore, the average monthly minimum wage even reaches around Rp55 million (cnbcindonesia.com). This difference shows a significant economic gap, which is influenced by factors such as inflation, labor policies, and the cost of living. In the industrial sector, factory workers in Indonesia earn a salary of around IDR5 million, much lower than Japan, which pays factory workers around IDR19 million per month on average (economy.okezone.com). In addition, unequal benefits between companies or sectors also affect employee welfare. For this reason, companies need to ensure that the salaries and benefits provided are in accordance with applicable standards in order to increase employee satisfaction and loyalty within the company. Job satisfaction in Indonesia still cannot be fully felt by every employee. From the survey results provided by jobstreet in 2022 with 17,623 respondents, it shows that 73% of employees are not satisfied with their jobs (Togatorop & Soetjningsih, 2023).

As a result, numerous elements contribute to enhancing employee contentment, with career progression being one of them. Therefore, career development is very important for professional advancement and achieving long-term career goals. Individuals can take advantage of new learning opportunities and experiences in this effort to continuously improve and achieve their career goals (P. Sari et al., 2022). However, there are still companies that have not been able to implement career development optimally, like the offering of training that has not been carried out evenly for all employees. In increasing the desired job satisfaction, the career development program initiated by the business can result in the quality of employee human resource that the company has, as well as increasing employee job satisfaction with the company. One of them is proven by previous research by Wau & Purwanto (2021) which confirms that advancing one's career leads to greater job fulfilment.

Apart from factors related to career growth, organisations must also recognise other crucial elements, such as work-life harmony, to enhance employee job fulfilment. Work-life balance is becoming an increasingly important topic in human resource management, especially in the modern era where work demands often blur the lines between work time and personal time. According to Smith (2010) in Wicaksana & Pia Asrunputri (2020) Balance is defined as the ability of individuals to allocate adequate time to their professional responsibilities, while also dedicating enough time to personal pursuits like family, hobbies, and engaging in community activities. Successful implementation of work-life balance will increase annual revenue and company productivity (S. P. Sari & Hasyim, 2022). Workers who successfully manage to harmonise their professional and personal lives are generally more content, driven, joyful, and efficient in their roles (Prakoso & Churiyah, 2023).

Furthermore, the compensation factor can also affect the increase in employee job satisfaction. Compensation and job satisfaction are two things that are interrelated. Problems related to salaries that have not reached the Regency / City Minimum Wage (UMK) and inequality of benefits are still important issues in the management of Human Resources (HR) in Indonesia. Many workers receive salaries below the UMK, which can reduce motivation and work productivity, providing fair and equal compensation to all employees is an important factor in creating job satisfaction. Based on data from the BPS in August 2023,

there were around 24.84 million workers (47.13% of the total 52.7 million workers) who received salaries below the Provincial Minimum Wage (UMP), which in 2023 averaged Rp2.92 million per month. Inequality in performance in companies may significantly influence the level of job contentment. If benefits and compensation are provided unequally, employees who feel their entitlements are not equal to their coworkers may feel unappreciated, anxious, or even dissatisfied. This can lead to a decline in employee motivation, engagement, and loyalty to the company. In contrast, employees who perceive their contributions are recognized and in line with company standards will exhibit higher motivation to strive harder and gain more pleasure from their work. According to a study by Rizky & Husaini (2021), it was found that compensation positively influences employee job satisfaction, with a correlation of 0.855, equating to 85.5%.

Therefore, it is important to understand how career development policies, work life balance, and compensation affect employee job satisfaction at PT Wijaya Gyokai Indonesia. The company is engaged in services that partner with other companies in cable manufacturing. The purpose of this research is to examine how career growth, work-life integration, and remuneration impact employee job satisfaction. The findings are anticipated to offer valuable guidance for organisations in developing more equitable and effective compensation strategies, ultimately enhancing both employee satisfaction and overall performance.

REVIEW OF LITERATURE

Career Development

According to Handoko & Rambe (2018) argue that managing and properly developing careers within an organisation is essential for maintaining the quality of employees. This approach boosts their morale, motivating them to consistently contribute their best efforts toward the company's growth and sustainability. According to Pranitasari & Rozaq (2019) career development is an effort to develop the potential of an employee to be promoted to a higher position in accordance with his career plan. According to Kartono & Ningsih (2019) define career development as a lifelong process that includes various activities, such as workshops, which support individuals in exploring, stabilising, succeeding, and achieving their professional goals. Career development is a systematic process that seeks to improve individual skills, knowledge, and potential to achieve one's career goals (Aliefiani et al., 2023). From the views discussed earlier, it can be inferred that career development is an effort applied by the company to carry out career planning for its employees.

The dimensions and indicators for measuring career development according to Kartono & Ningsih (2019) are as follows:

1. Career planning
 - a) Job title options
 - b) Choice of organization
 - c) Job assignment options
2. Career management
 - a) Recruitment and selection

- b) HR Allocation
 - c) Assessment and evaluation
 - d) Training and development
3. Supporting organization
- a) Communication
 - b) Organize training
 - c) Provide career information and programs

Work Life Balance

Achieving a harmonious arrangement in which an individual can effectively manage their time, balancing professional duties and personal or family obligations, is crucial (Lumunon & Sendow, 2019). According to Suhartini (2021), work life balance is refers to the degree of satisfaction one attains from fulfilling multiple roles in life, ensuring all aspects are maintained. In the view of Fatimah & Gunawan (2023) it involves the perception of appropriately meeting both work responsibilities and personal needs to perform one's social roles. According to Fisher et al. (2009) also assert that it occurs when an individual feels content with maintaining equilibrium between their professional life and personal role, with both domains functioning harmoniously. From the various perspectives mentioned, it can be concluded that maintaining this balance is an individual's effort to align both their professional and personal responsibilities.

According to Fisher et al. (2009) there are dimensions and indicators to measure work life balance, namely:

1. Work Interference with Personal Life (WIPL)
 - a) Long working hours
 - b) Difficulty allocating time for family
 - c) Lack of time for personal activities
2. Personal Life Interference with Work (PLIW)
 - a) Family responsibilities that effect performance
 - b) Personal issues that effect decision-making in the workplace
3. Work Life Enhancement (WLE)
 - a) Family support that boosts morale
 - b) Personal activities that provide positive enery for work
4. Work Enhancement of Personal Life (WEPL)
 - a) Skills acquired from work that are useful in daily life
 - b) Life-enriching work experience

Compensation

Compensation is the total amount of benefits gained by workers as a consequence of their work performed in the company in the form of money or other currencies. These benefits can include bonuses, earnings, income, rewards, and various forms of financial benefits, such as meal money, leave money, holiday money, and other similar benefits (Ritonga & Sipahutar, 2023). In this study, researchers focused on financial compensation only. According to Wilson Bangun (2012) in Balqis et al. (2023) Monetary remuneration refers to the provision of financial rewards or service-based benefits granted to staff members as acknowledgment for the duties and responsibilities they have carried out within their role. According to Syah (2013) financial compensation is the compensation most considered by

employees in choosing a job. According to Ndruru (2022) defines such compensation as payments, whether monetary or in services, given by the organisation in recognition of the efforts made by its workers. Drawing from these perspectives, it can be concluded that these rewards are forms of remuneration given to employees, either as money or services, as recognition for their contributions, and serve as one of the primary factors influencing an individual's choice of employment. This compensation package includes salaries, performance bonuses, allowances, and other perks, all acting as acknowledgements for employees' input to the organisation.

The dimensions and indicators of financial compensation according to Mangkunegara (2017) are:

1. Financial Compensation
 - a) Principal payment
 - b) Payment of achievements
 - c) Payment
 - d) Deferred payment
2. Indirect Financial Compensation
 - a) Protection
 - b) Out-of-hours commission
 - c) Company facilities

Job Satisfaction

According to Lestari et al. (2024) job satisfaction is an employee's emotional response to their work or the organisation they are part of reflects their overall sense of fulfilment, indicating the degree of contentment they experience. According to Ellys & Ie (2020) describe it as the psychological atmosphere and emotional state that an individual feels in relation to their job or its various aspects. According to Vincent et al. (2019) suggest that it is an emotional condition, either pleasant or unpleasant, shaped by how employees perceive their work environment. From these perspectives, it can be concluded that this sense of fulfilment represents an employee's emotional reaction or attitude toward their work or workplace, which can be either positive or negative, based on their perceptions.

The dimensions and indicators that can measure job satisfaction according to Luthans & Youssef-Morgan (2017) are:

1. The work it self
 - a) Satisfaction with the suitability of the job to individual abilities
 - b) Opportunities to learn and take responsibility
2. Salary
 - a) Level of reward received compared to peers
 - b) A sense of fairness in compensation
3. Promotion Opportunities
 - a) Frequency of promotion received
 - b) Organizational openness to career development
4. Surveillance
 - a) Quality of support from superiors
 - b) Supervisor's ability to provide positive feedback
5. Coworkers

- a) Level of support among coworkers
- b) Social environment at work, including teamwork

RESEARCH METHOD

This research adopts a quantitative approach, utilizing both primary and secondary data sources. Primary data for the study were gathered through observations, interviews, and questionnaires, while secondary data came from articles, journals, books, and literature reviews. The study's target population consists of all production operator employees at PT Wijaya Gyokai Indonesia, which employs 241 people. For sampling, a random selection technique was employed, using simple random sampling calculated with the Slovin formula and a 5% margin of error, resulting in a sample size of 150 employees.

The analytical technique employed in this research uses IBM SPSS 25 software to process the data that has been obtained. This approach involves analyzing variables that cannot be measured directly (unobserved variables) and also taking into account measurement error. In addition, this method allows simultaneous testing of complex research models.

RESULTS AND DISCUSSION

The validity assessment in this study was performed using the provisions, declared valid if the sig value < 0.05. The results validity test is:

Tabel 1
Validity Test

Career Development		Work Life Balance		Compensation		Job satisfaction	
No.	Sig	No.	Sig	No.	Sig	No.	Sig
1	,000	1	,000	1	,000	1	,000
2	,000	2	,000	2	,000	2	,000
3	,000	3	,000	3	,000	3	,000
4	,000	4	,000	4	,000	4	,000
5	,000	5	,000	5	,000	5	,000
6	,000	6	,000	6	,000	6	,000
7	,000	7	,000			7	,000
8	,000	8	,001			8	,000
9	,000	9	,000			9	,000
10	,000	10	,075			10	,000
11	,000	11	,001				
		12	,000				

Source: SPSS 25 for Windows output

As shown in the table above, every factor stated is valid, because the sig value of each statement is > 0.05. There is one invalid statement on the work-life balance variable, namely the 10th statement, because the sig value of the statement is < 0.05, so that in the next test it is not included.

Reliability Test

Tabel 2
Cronbach's Alpha Value

Variables	Cronbach's Alpha	Description
Career Development (X1)	0,798	Reliable
Work Life Balance (X2)	0,670	Reliable
Compensation (X3)	0,658	Reliable
Job Satisfaction (Y)	0,681	Reliable

As shown in the table above, Cronbach's alpha of the career development variable (X1) is 0.798, work-life balance (X2) is 0.670, compensation (X3) is 0.658, and job satisfaction (Y) is 0.681. A Cronbach's alpha value greater than 0.60 indicates that all variables' statements are deemed reliable, as they surpass the commonly accepted reliability threshold of 0.60. This suggests that the consistency and dependability of the responses are well within the expected standard, ensuring that the measurement tools used in the study are appropriately reliable for analyzing the variables in question. With this result, it can be inferred that the data collection instruments exhibit adequate internal consistency, reinforcing the credibility of the findings based on these variables. Therefore, the reliability criterion has been met successfully.

T Test

Tabel 3
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	12,603	2,811		4,484	,000
	TotalX1	,160	,054	,199	2,937	,004
	TotalX2	,043	,056	,049	0,769	,443
	TotalX3	,726	,091	,543	7,990	,000

a. Dependent Variable: totally

Source: SPSS 25 for Windows output

Referring to the table above, the career development variable has a significance value of 0.004, which is less than 0.05, indicating a significant relationship between career development and employee job satisfaction. In contrast, the work-life balance variable shows a significance value of 0.443, greater than 0.05, suggesting that while the variable is valid, it does not significantly impact job satisfaction. Additionally, the compensation variable has a significance value of 0.000, which is less than 0.05, confirming that compensation significantly influences employee job satisfaction. This highlights the varying degrees of influence from these factors.

F Test

Table 4
ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
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1	Regression	1163,204	3	387,735	35,686	,000 ^b
	Residuals	1586,296	146	10,865		
	Total	2749,500	149			

- a. Dependent Variable: totally
- b. Predictors: (Constant), TotalX3, TotalX2, TotalX1

Source: SPSS 25 for Windows output

The table above shows a significance value of 0.000, which is below the 0.05 threshold, indicating a collective and notable impact of career development, work-life balance, and compensation on employee job satisfaction. This suggests that when considered together, these factors have a meaningful effect on how employees perceive their job satisfaction, confirming their combined influence in shaping the overall work experience.

Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Error of the Estimate
1	,850 ^a	,423	,411	3,296

- a. Predictors: (Constant), TotalX3, TotalX2, TotalX1

Source: SPSS 25 for Windows output

The coefficient of determination shown in the table above is 0.411, indicating that career development, work-life balance, and compensation together account for 41.1% of the variance in employee job satisfaction. This suggests that these factors collectively have a moderate level of influence on job satisfaction, with 41.1% of the variability in satisfaction explained by these variables.

The Effect of Career Development on Employee Job Satisfaction

The study's outcomes reveal that opportunities for professional progression have a noteworthy and favourable effect on how content employees feel in their roles. This underscores the essential function of advancement pathways in fostering a more fulfilling work experience. When initiatives related to career growth are applied efficiently, they tend to elevate staff morale and satisfaction. These insights are consistent with findings reported by Farhan Saputra et al. (2023), which also found a significant relationship between career development and employee job satisfaction.

This research supports earlier studies examining the link between career development and job satisfaction. For example, Ratnasih et al. (2023), found that employees who are given growth opportunities tend to experience greater satisfaction and motivation at work. Thus, the findings of this study align with previous literature, confirming that career development has a positive and significant impact on enhancing employee job satisfaction.

With these results, of course, there are still shortcomings in this study; it is recommended that future studies involve employees from various divisions, positions, and more diverse levels of seniority. By expanding the variety of respondent characteristics, the research results are expected to be more representative of real conditions in various private companies and increase the generalizability of the findings.

The Effect of Work-Life Balance on Employee Job Satisfaction

The findings reveal that the work-life balance variable shows a positive, yet statistically insignificant, regression coefficient regarding employee job satisfaction. This suggests that, while there is a positive correlation, the impact of work-life balance on job satisfaction in this study is not robust enough to be regarded as a significant factor.

The validity and reliability of the work-life balance instrument have met the criteria, which means that the indicators used are able to measure the concept of work-life balance well. However, the low significance can be caused by several factors, such as employees' different perceptions of work-life balance, or the presence of other factors that are more dominant in influencing job satisfaction, such as compensation, work relationships, or workload.

The outcome of this research does not entirely correspond with various earlier investigations, which identified a meaningful connection between the balance of professional and personal life and an individual's level of contentment in their job. This suggests that organizational context, work culture, and individual conditions can influence the role of work-life balance on job satisfaction. Therefore, further research with a broader or in-depth approach is needed to explore the factors that may be the cause of the insignificant influence of work-life balance in this study.

For future research, it is recommended that moderator or mediator variables such as job stress, supervisor support, or work flexibility be added to see if there are factors that strengthen or weaken the relationship between WLB and job satisfaction.

The Effect of Compensation on Employee Job Satisfaction

The findings of this study indicate that compensation has a positive and significant influence, meaning it plays a crucial role in enhancing employee job satisfaction. A well-implemented compensation system by the company can contribute to higher employee satisfaction levels. These results align with the research conducted by Nurliani & Pramanik (2024) which also confirms that compensation positively and significantly impacts employee job satisfaction.

The findings of this research reinforce earlier evidence highlighting the impact of remuneration on workers' satisfaction levels in the workplace. One of them is Sayuti (2023) revealed that providing appropriate financial compensation can increase employee job satisfaction. Adequate compensation not only meets the basic needs of employees, but also provides a sense of appreciation for their contribution to the organization. In the context of this study, the most influential forms of compensation are basic salary, performance-based incentives, and health and welfare benefits.

Thus, company management is advised to continue to evaluate the existing compensation system so that it remains competitive and is able to increase employee motivation. Improvements in the compensation system not only have an impact on job satisfaction but also on employee productivity and retention in the long run.

The Effect of Career Development, Work Life Balance, and Compensation on Employee Job Satisfaction

A total of 150 individuals employed at PT Wijaya Gyokai Indonesia participated in this study, which aimed to assess how career progression, compensation, and the balance between professional and personal life contribute to employee contentment. Data analysis revealed that both advancement opportunities and equitable remuneration significantly enhance workplace satisfaction. Conversely, although work-life harmony was deemed

relevant, it did not yield a notable statistical effect. These findings affirm the perspectives of Maslow and Herzberg, suggesting that motivational factors like career growth and financial rewards play a critical role in shaping job fulfilment.

In contrast, although work-life balance is important, in the context of this organization, it has not been the main determinant of job satisfaction. This could be due to work culture or employee preferences that focus more on financial aspects and career paths.

Future research is recommended to add mediating variables such as work motivation or organizational commitment, to see if work-life balance affects job satisfaction indirectly. In addition, a qualitative or mixed approach can also be used to explore more deeply employee perceptions of work-life balance in different industry contexts.

CONCLUSION

This study aims to examine the effect of career development, work-life balance, and compensation on employee job satisfaction. Based on the analysis of data collected from 150 employees of PT Wijaya Gyokai Indonesia, the findings indicate that career development has a positive and significant influence on job satisfaction, suggesting that the better the career development provided by the company, such as training and promotion opportunities, the higher the level of employee satisfaction. In contrast, work-life balance does not show a significant effect on job satisfaction. Although work-life balance is theoretically important, within the context of this company it does not directly influence employee satisfaction. Compensation, on the other hand, demonstrates a positive and significant effect, as employees who perceive that they receive fair and appropriate remuneration, whether in the form of salaries, allowances, or bonuses, tend to report higher satisfaction in their work. Furthermore, career development, work-life balance, and compensation collectively have a significant influence on job satisfaction, contributing 41.1% to the variations observed. These results suggest that career development and compensation are the two primary factors companies should emphasize in order to enhance employee job satisfaction, while the work-life balance aspect may require a more contextual and targeted approach to generate a more meaningful impact.

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