

The Influence of Work Life Balance and Career Development on Job Satisfaction Among Employees at The Regional Finance Agency of Mataram City

Zafirah Aliya* and Djoko Suprayetno

¹ Department of Management/Faculty of Economics and Business, University of Mataram, Indonesia

*Corresponding author. Email: zafirahaliya27@gmail.com

ABSTRACT

This research examines how career development and Work Life Balance affect workers' job satisfaction in the Mataram City Regional Finance Agency. The study used a causal-associative research design and a quantitative methodology. The census technique was used to acquire the data. 98 workers of the Mataram City Regional Finance Agency made up the research population. Multiple linear regression analysis was employed to examine the data. The findings from the Mataram City Regional Finance Agency indicate that: (1) Work Life Balance positively and significantly influences employee job satisfaction; and (2) career development also positively and significantly affects job satisfaction among these workers.

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

1. INTRODUCTION

The attainment of an organization's objectives is notably affected by its human resources (Sutrisno et al., 2022). Human resource management represents a systematic methodology aimed at enhancing workforce efficiency to achieve organizational goals (Bintoro and Daryanto, 2017). Tarigan (2019) highlights the necessity for organizations to prioritize their employees, especially in terms of job satisfaction, as employee satisfaction levels substantially influence the successful achievement of organizational objectives.

According to Priansa (2016), job satisfaction is characterized as the emotional response of an employee towards their job, which may be expressed as either pleasure or displeasure resulting from their experiences in the work environment. Afandi (2018) characterizes job satisfaction as an emotional reaction to various aspects of employment. Handoko (2010) characterizes job satisfaction as an emotional state, which can be either positive or negative, that employees encounter in relation to their work. This condition is reflected in their favorable perceptions of both the occupation and the workplace atmosphere. Umam (2010) An employee's favorable attitude about their function, which results from an evaluation of the work environment, is known as job satisfaction. Hasibuan (2019) asserts that job satisfaction represents a positive emotional state and attachment to one's work, evident in factors such as work morale, discipline, and overall performance. Silaban and Margaretha (2021) emphasize the importance of promoting and maintaining employee job satisfaction in organizations. Because, satisfied employees will create a positive work environment, increase team productivity, and contribute to the company's success (Endeka et al. (2020).

Several indicators can measure job satisfaction. Hasibuan (2019) lists these indicators as: 1) Job enjoyment, 2) Job fondness, 3) Positive morale at work, 4) Workplace discipline, and 5) Work performance.

Mello (2006) identifies several factors that influence job satisfaction: 1) Management communication, 2) Work Life Balance, 3) Supervisor relationship, 4) Career development and opportunities, 5) Job security, 6) Benefits, and 7) Compensation.

Greenhaus and colleagues (2003) Work Life Balance refers to the extent to which individuals effectively and equitably meet their personal and professional responsibilities. Fisher et al. (2009) describe it as an individual's effort to achieve equilibrium among various roles. The ability to balance work responsibilities with personal and family needs (Schermehorn, 2005) and achieve harmony between professional and personal life (Lockwood, 2003; Clark, 2000) results in positive outcomes, such as reduced stress, improved health (Winata, 2023), and promoting the long-term success of the organization (Qodrizana, 2018).

Dewi (2021) emphasizes career development's significant role in fostering job satisfaction. Rivai and Sagala (2009) define it as the process of enhancing an individual's work skills for career goals, while Kasenger (2013) views it as a company's strategy for managing skilled employees. Mangkunegara (2005) suggests career development aids employees in planning their company future and is a self-development activity to realize personal career plans (Marwansyah, 2012), as well as an effort to improve employee competence (Samsudin, 2006). Good career development can increase job satisfaction, work spirit, loyalty, creativity, and company performance (Maulana, 2019; Sari et al., 2023)

Extensive research has explored the relationship between Work Life Balance and career development, as well as their impacts on job satisfaction; however, some studies yield conflicting results. Silaban and Margaretha (2021) and Andarista et al. (2024) found that work life balance positively influences job satisfaction. This conclusion is corroborated by the findings of Saputra (2024) and Alvionita and Marhalinda (2024), who observed the positive impact of career development on job satisfaction. Conversely, Endeka et al. (2020) and Saefullah (2022) It was concluded that professional development and work-life balance had minimal impact on job satisfaction. The discrepancy identified in the current study highlights the necessity for additional investigation into the relationship between career development, work-life balance, and job satisfaction. Through a case study of staff members at the Regional Finance Agency of Mataram City, this paper investigates this problem.

Consequently, this research examines how work life balance and career development affect the job satisfaction of employees at the Regional Financial Agency of Mataram City. The Regional Finance Agency of Mataram City is a government agency that has a central role in managing regional finances at the city level, particularly in collecting regional taxes. Based on initial observations at the Regional Financial Agency of Mataram City revealed positive indications of job satisfaction, evidenced by high employee attendance rates (Table 1), suggesting strong work discipline. Furthermore, observations during an internship indicated employees' efforts to integrate work and personal life, and perceived fair career development opportunities.

Table 1. Data Recapitulation of Employee Attendance at the Regional Financial Agency of Mataram City (September-December 2024)

No.	Month	Employee Attendance Percentage
1.	September	99,18%
2.	October	99,20%
3.	November	99,46%
4.	December	99,49%

Source: Regional Finance Agency of Mataram City, 2024

The employees at the Regional Financial Agency of Mataram City, situated at Jl. Hos Cokroaminoto No.1, Mataram Barat, Selaparang District, Mataram City, West Nusa Tenggara, will be the central focus of this research. Considering the problem's context and the aforementioned phenomena, the researcher aims to investigate Work Life Balance, Career Development, and Job Satisfaction. Consequently, the research title is: "The Influence of Work Life Balance and Career Development on Job Satisfaction of Employees at the Regional Financial Agency of Mataram City." This research seeks to determine if career development and Work Life Balance have an impact on job satisfaction among employees at the Mataram City Regional Finance Agency.

The conceptual framework, derived from the previously discussed relationships between variables, can be represented as follows:

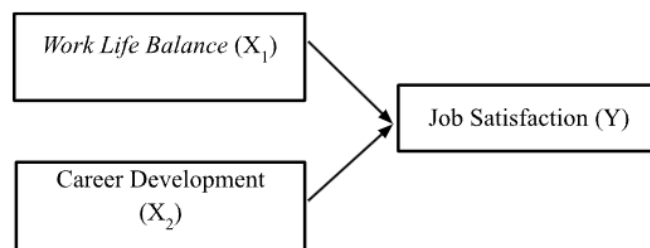


Figure 1. Conceptual Framework

H1: Work Life Balance has a positive and significant effect on Job Satisfaction.

H2: Career Development has a positive and significant effect on Job Satisfaction.

2. RESEARCH METHOD

The design of this research is causal-associative. According to Sugiyono (2018), the goal of causal-associative research is to determine how two or more variables are related to one another. The research data were collected employing a census methodology. Sugiyono (2018) defines a census or total sampling technique as a method that includes all members of the population in the sample. The study's population comprises all 98 employees of the Regional Finance Agency in Mataram City. Questionnaires, interviews, and documentation were used as data analysis techniques and tools. Multiple linear regression was employed for data analysis.

3. RESULTS AND DISCUSSIONS

3.1. Research Findings

3.1.1. Validity Test

According to data analysis, every item on the questionnaire on career development, Work Life Balance, and job satisfaction has correlation coefficients (r-calculated) higher than the typical correlation value (r-table) of 0.334. This finding confirms that the instrument used is valid.

3.1.2. Reliability Test

The reliability test indicated that Cronbach's alpha values for all variables were greater than 0.60 (>0.60). Consequently, the data is deemed reliable and suitable for use, supporting the acceptance of the questionnaires for this research.

3.1.3. Multiple Linear Regression Analysis

The equations represent the outcomes derived from the multiple linear regression analysis.

$$Y = a + b_1X_1 + b_2X_2 + e \quad (1)$$

$$Y = 1.633 + 0.238X_1 + 0.401X_2 + e$$

The regression equation analysis can be summarized as follows: The constant (a) is 1.633, suggesting that when both work-life balance and career development (the independent variables) are at zero, job satisfaction (the dependent variable) stands at 1.633. The Work Life Balance variable (b₁) has a positive regression coefficient of 0.238, which indicates that, assuming all other independent variables stay the same, job satisfaction will rise by 0.238 for every unit increase in Work Life Balance. The career development variable's regression coefficient (b₂) is 0.401 and positive, signifying that for every unit increase in career development, job satisfaction increases by 0.401, with other independent variables held constant. Since the regression coefficients for both independent variables (Work Life Balance and career development) are positive, this indicates that both variables positively influence job satisfaction."

3.1.4. Normality Test

The evaluation of data normality was conducted through the application of the Kolmogorov-Smirnov test. The normality criterion states that a data distribution is deemed normal when the significance value exceeds 0.05, whereas it is classified as non-normal if the significance value falls below 0.05. The findings from the data analysis reveal that the research variables, career development and Work Life Balance, present an Asymp.Sig (2-tailed) value of 0.200, exceeding the 0.05 threshold. The examination reveals that the data for these variables conform to a normal distribution.

3.1.5. Multicollinearity Test

The findings from the data analysis show that the tolerance value exceeds 0.1, and the variance inflation factor (VIF) for all variables <10. The findings indicate that the independent variables within the regression model do not display multicollinearity.

3.1.6. Heteroscedasticity Test

The heteroscedasticity test results reveal the absence of heteroscedasticity. This conclusion is supported by the random scatter of residual points, which do not exhibit any discernible pattern or wave-like formation.

3.1.7. *F Test*

With a significance level of 0.000, the computed F value of 17.729 in the F test results surpasses the table value of 3.30. The validity of the research equation model is proven since the estimated F value is more than the table value ($17.729 > 3.30$) and the significance level < 0.05 ($0.000 < 0.05$). The model validity assumptions are met because the independent variables successfully predict the dependent variable.

3.1.8. *t -Test*

The Work Life Balance variable (X1) exhibits a computed t-value of 3.022, accompanied by a significance level of 0.005. The alternative hypothesis (H1) has been accepted while the null hypothesis (H0) has been rejected, as the estimated t-value exceeds the critical t-value ($3.022 > 2.037$) and the significance level is below the conventional threshold ($0.005 < 0.05$). The study's findings indicate a positive and significant relationship between Work Life Balance and employee job satisfaction at the Mataram City Regional Finance Agency.

At a significance level of 0.000, the career development variable (X2) produced a computed t-value of 4.695. The alternative hypothesis (H1) is accepted while the null hypothesis (H0) is rejected, as the significance level is below the conventional threshold ($0.000 < 0.05$) and the t-value exceeds the critical t-value ($4.695 > 2.037$). This research demonstrates that employee work satisfaction at the Mataram City Regional Finance Agency is positively and significantly impacted by personalized career development.

3.1.9. *Coefficient of Determination Test (R^2)*

A substantial association (72.5%) between Work Life Balance, career development, and employee job satisfaction is shown by the R value of 0.725.

The adjusted R square value is 0.526, suggesting that the independent variables, work life balance (X1) and career development (X2), account for 52.6% of the variance in employee job satisfaction (Y). Additional variables excluded from this study explain the remaining 47.4% of the variance, encompassing elements such as leadership style, compensation, work environment, workload, and work discipline.

3.2. *Discussions*

3.2.1. *Influence of Work-Life Balance on Job Satisfaction*

The findings of the study indicate that Work Life Balance significantly influences job satisfaction. This indicates that maintaining Work Life Balance is crucial for enhancing job satisfaction among employees of the Mataram City Regional Finance Agency. Employees that practice effective Work Life Balance are able to manage their personal and professional obligations, fostering job satisfaction derived from the ability to function effectively in their roles. Conversely, the absence of Work Life Balance tends to induce stress, exhaustion, and diminished productivity among employees, ultimately exerting a detrimental influence on their job satisfaction. Consequently, organizations or agencies that cultivate a strong sense of Work Life Balance among their workforce tend to observe elevated levels of job satisfaction.

In alignment with Herzberg's theory as referenced in Maharani (2023), psychological factors, such as the capacity to manage conflict, play a role in influencing job satisfaction, wherein employees' ability to achieve equilibrium in their work life is a key element. Singla (2018) Effective management of professional and personal spheres correlates with increased job satisfaction among individuals. This equilibrium enables individuals to perform effectively in their professional roles while mitigating the stress associated with family responsibilities or challenges.

These findings are in line with earlier study by Silaban and Margaretha (2021), which illustrated a significant and positive correlation between job satisfaction and work-life balance. Andarista et al. (2024) indicate that work life balance significantly influences job satisfaction.

An analysis of survey responses from questionnaires, encompassing 3 indicators (involvement balance, time balance, and satisfaction balance) and 11 statement items, revealed that employees at the Regional Finance Agency of Mataram City generally perceive their work life balance to be high. Therefore, it can be inferred that work life balance among employees at the Regional Finance Agency of Mataram City is relatively favorable.

Work life balance emerges as a significant determinant of employee job satisfaction. This implies a direct relationship: higher work life balance corresponds to greater job satisfaction, while lower work life balance correlates with reduced job satisfaction.

3.2.2. Influence of Career Development on Job Satisfaction

The analysis reveals a positive and significant impact of career development on job satisfaction. This implies that heightened employee career development correlates with increased employee job satisfaction. Conversely, diminished employee career development is associated with reduced employee job satisfaction. Consequently, career development is shown to be a crucial factor in enhancing employee job satisfaction at the Regional Finance Agency of Mataram City. Effective career development initiatives have the capacity to elevate employee work motivation, cultivate a sense of belonging and engagement within the organization, and empower employees to grow and achieve their full potential. In essence, robust career development practices instill confidence in employees regarding their future career paths, fostering loyalty to the organization and greater job satisfaction.

According to Rivai (2009), career development holds significance as it enables management to boost productivity, foster positive employee attitudes towards their work, and cultivate enhanced job satisfaction. Akhmal et al. (2018) suggest that transparent career planning and development frameworks within a company can contribute to heightened employee satisfaction in their roles.

The results of this study corroborate earlier research by Saputra (2024), which shown a strong and favorable relationship between work satisfaction and career development. Employee work satisfaction is favorably and considerably impacted by career development, as shown by Alvionita and Marhalinda (2024).

Career development at the Mataram City Regional Finance Agency is generally regarded as high, according to an analysis of survey responses from a questionnaire that included twelve statement items and four indicators: information about promotion opportunities, attention from immediate superiors, fair treatment in career development, and interest in being promoted. This observation suggests that career development practices at the Regional Finance Agency of Mataram City are commendable.

Effective career development initiatives are likely to foster increased job satisfaction among employees. In conclusion, employee career development at the Regional Finance Agency of Mataram City is relatively favorable. Investing in robust career development programs is of great importance for the organization, as it can lead to higher employee job satisfaction. The correlation between improved career development opportunities and increased employee job satisfaction is clear, while inadequate career development adversely affects job satisfaction levels.

4. CONCLUSION

Following the analysis and testing of work life balance and career development's influence on job satisfaction among employees at the Regional Finance Agency of Mataram City, this study concludes that the work life balance variable demonstrates a positive and significant effect on employee job satisfaction at the Regional Finance Agency of Mataram City. This indicates that improved work life balance correlates with increased employee job satisfaction, while reduced work life balance is associated with decreased employee job satisfaction.

Similarly, the career development variable shows a positive and significant effect on employee job satisfaction at the Regional Finance Agency of Mataram City. In essence, greater career development is associated with higher employee job satisfaction, and conversely, poorer career development leads to lower employee job satisfaction.

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