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## WORK-LIFE BALANCE AND CAREER DEVELOPMENT TOWARDS JOB SATISFACTION

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### Abstract

An employee's career development can be optimal when they are satisfied with their work, however, in conditions of job satisfaction, the company also needs to understand the employee's condition, how a goal is achieved and the business can also assess how far the employee's performance has grown, where this condition in the organization is also closely related to development. career. The aim of this research is to determine the influence of work-life balance on employee job satisfaction. To determine the influence of employee career development on employee job satisfaction. And to determine the joint or simultaneous influence of work-life balance and career development. on employee job satisfaction. This research methodology is quantitative correlative. The results of this research are that work-life balance partially has a significant effect on employee job satisfaction. acceptable. Based on the calculation results, the regression coefficient is 3.867 with a significance level of t of 0.000, which is smaller than 0.05. The beta coefficient value is positive, which means that work-life balance has a tendency to increase employee job satisfaction. And partial career development has a significant and acceptable effect on job satisfaction. This is indicated by the large regression coefficient of 4.213 with a significance level of t of 0.000 which is smaller than 0.05. The influence of career development on job satisfaction has a positive value, meaning that career development is carried out by . it's right. Conclusion Work-life balance and career development simultaneously or together have a significant influence on employee job satisfaction in . acceptable. This is shown by the calculated F value of 53,488 and p value (Sig.) both of 0.000, using an alpha level of 5%, the position of the probability value is below the alpha. This means that simultaneously there is a significant influence between work-life balance and career development on employee job satisfaction .

**Keywords:** *Balance, Career, Work*

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## INTRODUCTION

Human resources are a change asset that has a very important role in running a company. Whether or not the quality of human resources owned by a company depends on how the company manages and organizes its human resources. The success of a company in achieving its goals is not only visible from the means used, but also the human resources behind these means, so humans as human resources are the subject and goal of personnel management. (Henry, Simamora, 2018, p. 34 ) Allah explains that in carrying out guidance and development of employees or human resources, it should be through wisdom, as He says in QS An-Nahl verse 125:

“Call (people) to the path of your Lord with wisdom and good teaching and debate them in a better way. Indeed, your Lord is He who knows best who has gone astray from His path and He (also) knows best who has been guided.”

To achieve a goal within the company, adequate Human Resources (HR) are required, which are in accordance with the requirements within the company, and must also be able to carry out the tasks determined by the company. If employees have high productivity and work motivation, it will result in good performance and achievements for the company. Human resources are a very important resource in an organization. An organization will be more advanced and developed if it has a reliable workforce, and is able to be a work partner by its leaders in carrying out the tasks that are their respective parts. Workers and leaders must support each other, cooperate, respect each other, and also understand each other's rights and obligations. Companies use various methods to achieve high performance. High performance really depends on humans as an important factor compared to other factors (Sedarmayanti, 2017).

There are a number of elements that support the growth of a company, namely career development, because in general career growth cannot be separated from the employees involved to motivate and support them in helping to achieve a company's goals. Career development is an employee activity that makes it easier for employees to determine their future career at their workplace. Career development is an attitude mechanism aimed at renewing, developing and improving employee expertise, skills, talents, interests and attitudes. (Kashmere, 2016)

As for the results of previous research conducted by Farida & Halimatussaddiah (2021), the results of their research show that career development has a positive impact on employee work productivity. The reason is that career development is the most important factor in encouraging employee work productivity. This is different, according to research conducted by Ulfiati (2022), her research shows that career development has a negative and

insignificant impact on employee work productivity, because the higher a career is developed or developed, if there is no support for future career paths from the company, it will not affect productivity. the employee's work. In fact, this is a staple in a company to boost human resources.

Apart from career development, a business really needs work life balance in all business work activities. As for research from Adrianto (2022), the results of his research show that work life balance has a positive impact on employee work productivity. The reason is because work life balance is very necessary for employees, therefore it is mandatory for a business to maintain and implement rules that require employees to optimize work life balance with the aim of making employees productive. In contrast to research conducted by Ramos & Galleto (2022), the results of their research show that work life balance does not have a significant influence on work productivity. The reason is because there is no effective relationship between work and family life. Nwangwa (2021) research results show that work life balance has no effect on work productivity, because there is no good way to balance work and family life, thus making employees less productive in carrying out their work in a company. Job satisfaction is an attitude that arises from work and shows the difference between the number of awards received and the number of awards that should be obtained according to Robbins in (Sinambela, 2009).

Career development and work life balance determine employee job satisfaction. Job satisfaction is very important in a job, because this is a determining factor that can determine the success or failure of an activity in that job. Every organization expects all its employees to excel and be able to create conducive situations and conditions. So that employees will not experience burnout, boredom and laziness at work which will result in a decrease in employee performance. However, it seems difficult for a company to run its business smoothly, if its employees are unable to execute their duties and functions well. Therefore, companies must pay attention to employee career development and work life balance as well as employee job satisfaction.

According to Safitri and Frianto (2021) Work Life Balance is a balanced result between office duties and personal life. On the other hand, balancing work and free time from a business perspective is a challenge in building habits that support the business so that employees can focus on their tasks while working. CV employees. Rabbani Asysa Cirebon branch sometimes complains about his work always being in the office even though sometimes it's time to go home because employees have to finish their work. So this incident might hamper the employee's productivity if it is continuously pressured.

The current phenomenon is, in the quality of CV employees. Rabbani Asysa Cirebon branch, namely employees, are required by the company to work or carry out their respective duties better in order to provide quality service to visitors. Generally, employees work hours in a day, which is 8 hours, however, if employees are faced with tasks that have deadlines, employees can work more than their normal limits. This is what sometimes causes employees' work-life balance to be disturbed. Meanwhile, the existence of existing career development also cannot help employees to be able to manage their work life balance because career development itself has a fairly long period of time. Therefore, to remain competitive today, businesses need to know how to build quality human resources. An employee's career development can be optimal when they are satisfied with their work, however, in conditions of job satisfaction, the company also needs to understand the employee's condition, how a goal is achieved and the business can also assess how far the employee's performance has grown, where this condition in the organization is also closely related to development. career .

## **RESEARCH METHODOLOGY**

This research aims to find out how much influence self-concept has on students' interpersonal communication. To obtain an overview of the influence between these two variables, this research uses the correlation method. According to Sugiyono. (Sugiyono, 2018) says that a causal relationship or correlation is a relationship that is cause and effect, so here there are independent variables (variables that influence) and dependent variables (variables that are influenced). So the research approach used in this research is quantitative correlation methods.

## **RESULTS AND DISCUSSION**

Based on the interviews conducted, it can be concluded that several designs given to employees have not been implemented optimally and effectively for CV employees. Rabbani Asysa Cirebon branch. When completing work, employees become less concentrated in carrying out their work. Employees' minds are also disturbed by problems that arise in their lives which may result in all work being hampered in its completion. Tough work targets also have a direct influence on harmonious ties within a family and of course also influence or become a trigger in the emergence of the employee's own career development level. Through all the efforts that have been carried out or implemented, it is still not optimal, where the reality is not as expected by CV. Rabbani Asysa Cirebon branch.

In this research, the results of the multiple linear regression analysis contained in the appendix show that the coefficient of determination, denoted by  $R^2$ , is 0.695. This means that the employee job satisfaction variable can be explained by the work life balance (X1) and career development (X2) variables which are derived in the model by 69.5% or in other words the effective contribution (contribution) of the independent variable to the variation (change) in job satisfaction. employees by 69.5%. So the remaining 30.5% is explained by other variables not included in this research model.

Furthermore, from the results of the regression coefficient it is also known that the magnitude of the regression coefficient parameter for each independent variable is the product differentiation variable of 0.575, and promotion of 0.457. From the regression equation, it can be seen that the regression coefficient parameters for the work life balance and career development variables are positive for employee job satisfaction. Thus, every time there is an increase in the work life balance and career development variables, employee job satisfaction will increase.

### **1. The influence of work-life balance on CV employee job satisfaction. Rabbani Asysa Cirebon.**

The first hypothesis states that work-life balance partially has a significant effect on employee job satisfaction at CV. Rabbani Asysa Cirebon is acceptable. Based on the calculation results, the regression coefficient is 3.867 with a significance level of  $t$  of 0.000, which is smaller than 0.05. The beta coefficient value is positive, which means that work-life balance has a tendency to increase employee job satisfaction. The influence of Work-life Balance on job satisfaction mentioned above, means that it is in line with research conducted by Nadya Novia Dewi in (Dewi, 2020) which states that there is a significant positive influence of Work-life Balance on the job satisfaction of BTN Syariah Malang employees. And other research conducted by Maria Goretti Firman Swasti in (Swasti, 2020) stated that work-life balance significantly influences the job satisfaction of Gembira Loka Zoo Yogyakarta employees.

The results of this research are in accordance with the work life balance theory presented by Kirchmeyer, saying that work life balance is achieving satisfaction in all aspects of life and this requires energy, time and commitment that is well distributed to all parts. In a book entitled "Get a Life" by Andrea Molloy states that work-life balance is a sense of control and enjoyment in everyday life. Therefore, work life balance can only be achieved when individuals experience satisfaction and balance between work life and personal life. Where the company's role is to balance employees' personal and work lives

without neglecting the company's own goals of growth and development (Saina Ischevell Vialara et al, 2019, pp. 2-3).

From the facts above, it can be concluded that work-life balance is an inseparable factor from employee job satisfaction, CV. Rabbani Asysa Cirebon because the size of work-life balance will influence whether job satisfaction increases or not. This strengthens the theory which states that the factors that influence job satisfaction include the work-life balance carried out by CV. Rabbani Asysa Cirebon.

The interpretation of the verse above is as follows: Whoever among you, O humans, is interested in the rewards of this world and turns away from the hereafter, then only Allah belongs to the rewards of this world and the hereafter. So the goodness of this world and the hereafter should only be asked of Allah alone, because He is the one who owns both. Allah is All-Hearing of the words of His servants, All-Seeing of their deeds and intentions, and will reward them for them. (Basyir, 2011, p. 395) The verse above shows us that there needs to be balance in planning our life, so that if life in this world and the hereafter is balanced then we will get happiness in this world and the hereafter.

## **2. The influence of career development on CV employee job satisfaction. Rabbani Asysa Cirebon.**

The second hypothesis states that career development partially has a significant effect on job satisfaction at CV. Rabbani Asysa Cirebon is acceptable. This is indicated by the large regression coefficient of 4.213 with a significance level of  $t$  of 0.000 which is smaller than 0.05. The influence of career development on job satisfaction has a positive value, meaning that career development carried out by CV. Rabbani Asysa Cirebon is right.

The results of this research are in accordance with the career development theory presented by Nawawi, stating that career development is based on organizational development in providing answers to future business challenges. Every organization must understand that its future existence is based on the human resources it has. (Pramesti, 2018, p. 115). According to Yusuf, career development is a situation that shows an individual's status increasing in a company through existing career development pathways. Hasibuan interprets career development as an individual moving towards greater status, rights and obligations but with a higher position.

From the facts above, it can be concluded that career development is an inseparable factor from job satisfaction, because the size of career development will influence whether job satisfaction increases or not. This strengthens the

theory which states that the factors that influence job satisfaction include career development carried out by CV. Rabbani Asysa Cirebon.

The interpretation of the verse above is as follows: O you who justify Allah and His Messenger and practice His law. Fear Allah and be afraid of His punishment by carrying out what He has commanded you and abandoning what He has forbidden you. Every person should pay attention to the deeds he has done for the Day of Judgment. And fear Allah in all that you do and all that you leave behind. Indeed, All-Knowing is what you do. Nothing from your actions escapes His knowledge, and He will reward you for these actions. (Basyir, 2011, p. 587) The verse above can also be interpreted as saying that every work that humans do must be truly focused and directed so that the goal can be achieved, and develop every potential that exists in oneself and fear Him, because in the future every What you do will be rewarded at the end of the day. These results are also in line with previous research conducted. Means are in line with research conducted by Muh. Rory Prayogi Syam in (Syam, 2020) stated that career development has a significant effect on employee job satisfaction at PT. Bank Mandiri (Persero), Tbk. Gowa KCP

### **3. The joint or simultaneous influence of work-life balance and career development on CV employee job satisfaction. Rabbani Asysa Cirebon.**

The third hypothesis states that work-life balance and career development simultaneously or together have a significant influence on employee job satisfaction at CV. Rabbani Asysa Cirebon is acceptable. This is shown by the calculated F value of 53,488 and p value (Sig.) both of 0.000, using an alpha level of 5%, the position of the probability value is below the alpha. This means that simultaneously there is a significant influence between work-life balance and career development on employee job satisfaction at CV. Rabbani Asysa Cirebon.

The results of this research are in accordance with the job satisfaction theory presented by Mangkunegara, explaining that there are two factors that influence job satisfaction, namely employees as an internal factor and their work as an external factor. Internal factors include work attitudes, ways of thinking, emotions, personality, length of service, work experience, education, physical condition, gender, age, special skills, employee intelligence. Meanwhile, external factors include work relationships, social interactions, opportunities for promotion, financial security, quality of supervision, position, rank, organizational structure, type of work. (Sutikno, 2020, pp. 455-456)

This means that it is in line with research conducted by Muh. Rory Prayogi Syam in (Syam, 2020) stated that work-life balance and career development have

a significant effect on employee job satisfaction at PT. Bank Mandiri (Persero), Tbk. Gowa KCP.

From the facts above, it can be concluded that simultaneously or together the two independent variables, namely the work-life balance and career development variables, are factors that cannot be separated from the dependent variable, namely employee job satisfaction, because the size of the two independent variables will influence whether or not job satisfaction increases. . This confirms the theory which states that the factors that influence job satisfaction include the two work-life balance factors and career development carried out by CV. Rabbani Asysa Cirebon.

The relationship between work-life balance, career development and employee job satisfaction in general theory and an Islamic perspective is as follows:

Work-life balance in general is a sense of achieving balance between work and life roles and achieving satisfaction in all aspects of life. Work-life balance in an Islamic perspective is that every individual is required to work so as not to be a parasite on other humans and to do good to other humans. By working and doing good to other people, you can be sure that balance and harmony in life can be achieved. So work-life balance in general and the Islamic perspective have similarities.

Career development in general is a situation that shows an increase in an individual's status in a company through existing career development paths. Meanwhile, career development in an Islamic perspective is a job that has the right to improve the welfare of employees regarding what they do for the company. Thus, companies are obliged to fulfill the integrity of their employees who have dedicated themselves to the company by developing employees' careers. So career development in general and the Islamic perspective have similarities in increasing the fulfillment of employee needs.

Job satisfaction in general is an attitude shown by employees regarding their work and the awards given by the company. This attitude is positive if the employee feels satisfied, and negative if the employee is not satisfied with what the employee gets. Meanwhile, job satisfaction in an Islamic perspective is a feeling of sincerity in work accompanied by gratitude and patience, so there is satisfaction related to the results obtained. So that general job satisfaction and the Islamic perspective have similarities in feeling grateful for work and awards given by the company.

## CONCLUSION

Work-life balance partially has a significant effect on employee job satisfaction at CV. Rabbani Asysa Cirebon is acceptable. Based on the calculation results, the regression coefficient is 3.976 with a significance level of  $t$  of 0.000, which is smaller than 0.05. So what means is that work-life balance has a tendency to increase employee job satisfaction or in other words  $H_a$  is accepted and  $H_o$  is rejected.

Partial career development has a significant effect on job satisfaction at CV. Rabbani Asysa Cirebon is acceptable. This is indicated by the large regression coefficient of 4.213 with a significance level of  $t$  of 0.000 which is smaller than 0.05. So it can be concluded that  $H_a$  is accepted and  $H_o$  is rejected or the influence of career development on job satisfaction has a positive value, meaning that career development is carried out by CV. Rabbani Asysa Cirebon is right.

Work-life balance and career development simultaneously or together have a significant influence on employee job satisfaction at CV. Rabbani Asysa Cirebon is acceptable. This is shown by the calculated  $F$  value of 53,488 and  $p$  value (Sig.) both of 0.000, using an alpha level of 5%, the position of the probability value is below the alpha. This means that  $H_a$  is accepted and  $H_o$  is rejected or simultaneously there is a significant influence between Work-life Balance and career development on employee job satisfaction at CV. Rabbani Asysa Cirebon .

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