

THE ROLE OF CAREER DEVELOPMENT AND WORK-LIFE BALANCE ON JOB SATISFACTION THROUGH WORK ENGAGEMENT

Miranda Istikarani¹, Titik Rosnani², Dody Pratama Marumpe³, Ilzar Daud⁴, Karsim⁵
Faculty of Economics and Business, Universitas Tanjungpura, Pontianak¹²³⁴⁵
E-mail: mirandaistkrni@gmail.com¹

Abstract: This study examines the role of career development and work-life balance on job satisfaction among healthcare workers in Kubu Raya, West Kalimantan, with a focus on work engagement as a mediating variable. Utilizing a quantitative approach, data were collected from 210 health workers through a structured questionnaire and analyzed using Structural Equation Modeling (SEM) and tools AMOS to process the data. This study uses purposive sampling technique by considering the length of service as one of the criteria in sampling research. The results of this study indicate that career development and work-life balance have a positive and significant impact on job satisfaction. Additionally, this research successfully tested the role of work engagement in mediating the indirect effect of career development and work-life balance on job satisfaction. Although the work engagement variable can mediate the relationship between career development and job satisfaction, it has not been able to mediate the relationship between work-life balance and job satisfaction. Furthermore, work engagement in this study also has a positive and significant effect on job satisfaction. These results will underscore the importance of fostering career growth opportunities and promoting a balanced work-life environment to enhance employee satisfaction and performance. The insights gained from this research offer valuable guidance for healthcare organizations and policymakers aiming to improve workforce well-being and organizational productivity.

Keywords: *Career Development; Human Resource Management; Job Satisfaction; Work-Life Balance; Work Engagement*

Submitted: 2024-11-08; Revised: 2024-11-26; Accepted: 2024-12-04

1. Introduction

In today's era, health is one of the important factors in life. The community and the country need health workers to perform well in fulfilling their duties. At this time, according to Badan Pusat Statistik (BPS, 2024), Indonesia has over 1,49 million health workers. However, according to Indonesia's health minister (sehatnegeriku.kemkes.go.id, 2023), the quality of health services in Indonesia is not yet fully equitable. Based on this statement, it is very important to encourage the quality of the performance of health workers in Indonesia. The concept of job satisfaction has been a significant area of study in the field of human resource management, as it directly impacts employee performance and organizational productivity

(Riyanto et al., 2021); (Badrianto & Ekhsan, n.d.); (Paais & Pattiruhu, 2020). Previous research has extensively discussed factors that serve as benchmarks for improving job satisfaction across various industries. For instance, a study by (Saputra et al., 2023) found that quality of work life and motivation have a positive and significant impact on increasing employee job satisfaction.

Additionally, at a government institution in Pontianak, Indonesia, it was recommended to implement positive social interactions and improve the work environment to directly enhance job satisfaction (Karsim et al., 2023). Another factor that has also been proven to have a positive and significant impact on increasing job satisfaction is a supportive work environment and adequate compensation for each employee (Submitter et al., 2021). There are additional two key factors that contribute to job satisfaction are career development and work-life balance (Suci et al., 2023); (Jessica et al., 2023) Nowadays, career development becomes one of the important factors by employee as it describes the chances and assistance a company offers its staff to develop professionally and progress in their professions (Saleem et al., 2013). However, work-life balance is striking a balance between a person's personal and professional lives, making sure that each receives enough care and assistance (S. & S.N., 2023). Prior research has shown the importance of both career development and work-life balance in enhancing job satisfaction. In recent studies conducted, researchers discovered that career development and work-life balance significantly impact employee job satisfaction, with simultaneous effect being more pronounced than individual effects of each factor (Karjuni et al., 2024); (Fahlevi et al., 2020) (Aruldoss et al., 2021). Other studies have also emphasized the dynamic nature of work-life balance and its redefinition in the context of contemporary organizations, highlighting the growing emphasis on employee well-being and satisfaction (Leuhery et al., 2024).

Furthermore, research also conducted on the millennial generation perspective that has shown they are particularly concerned about work-life balance and career development (Purwatiningsih & Sawitri, 2021); (Farah Qistina Yusli et al., 2023)(Nurjanah & Indawati, 2021). Other than that, a study also discovered that millennial employees are more likely to stay around current employment if they have a decent work-life balance and opportunities for career development (Purwatiningsih & Sawitri, 2021). Additionally, the previous also demonstrated that work-life balance and job stress have a significant effect on employee performance, with job satisfaction acting as a mediating variable (Rizky Amelia et al., 2023).

Given the importance of these two factors, this research study seeks to examine and investigate the role of career development and work-life balance on job satisfaction, with work engagement as the mediating variable. Previous research has found that both career development and work-life balance have a direct influence on job satisfaction. Therefore, researchers in this study use work engagement as a form of modification of the previous research model, which is also a novelty in this study. The work engagement variable in this study will provide a new perspective on the indirect relationship created between career development, work-life balance and job satisfaction, especially in the health workforce. This research will utilize a quantitative methodology to explore the direct and indirect consequences of these variables on job satisfaction. The findings of this study are expected to offer insightful knowledge for the Indonesian Ministry of Health, healthcare organizations, and companies, while also expanding knowledge in the field of human resource management to enhance health workers' job satisfaction and improve overall performance.

2. Literature Review

2.1. Career Development

In recent years, career development has become a crucial aspect of an individual's professional life, encompassing the systematic and progressive changes that occur in their career trajectory. Career development refers to the ongoing process of managing life, learning, and work to achieve personal and professional aspirations. It encompasses a variety of activities such as training, mentoring, job rotation, and career counseling, all aimed at enhancing employees' skills and competencies. According to Greenhaus et al. (2000), effective career development helps individuals align their career goals with organizational objectives, leading to mutual benefits for both employees and employers. Furthermore, organizations that invest in career development initiatives tend to retain employees longer. Research has indicated that opportunities for advancement and skill enhancement significantly increase job satisfaction and reduce turnover intentions among employees (Saputra, 2022). Another study also states that employees who perceive their organization supports their career growth are more likely to be engaged in their work. High levels of engagement correlate with improved productivity and job performance (Rivai Zainal et al., 2023).

Through several research, it is also proven that career development significantly affects the job satisfaction of an employee in the various type of industry, including media (Wau & Purwanto, 2021), mechanical contracting (Febrianti et al., 2020), process control and instrumentation (Dewi & Nurhayati, 2021), Education-Lecturer (Permana et al., 2021), manufacturing (Sabuhari et al., 2023), etc. Based on prior research, it can be stated that effective career development is essential for employee job satisfaction and organizational performance. However, career development has a beneficial but not statistically significant impact on employee job satisfaction, according to research by Harahap and Sugiarti (2024). This gap in prior research provides an opportunity for the researcher to conduct a study, specifically in the healthcare industry. The result can be used by the company to decide, either the companies must provide support and facilities or not for employee career development in order to achieve employee job satisfaction.

2.2. Work-Life Balance

The ability of people to successfully coordinate their personal and professional lives is known as work-life balance. According to research conducted by Greenhaus, J. H., and Allen, T. D. in 2011, work-life balance is achieved when individuals can fulfill their work and family commitments without excessive conflict between the two domains. To improve general well-being and job satisfaction, this balance is crucial. A good work-life balance contributes to reduced stress levels and improved mental health. Research indicates that workers who effectively balance their personal and professional life report feeling better and experiencing less burnout (Haar et al., 2019). According to Jackson and Fransman (2018), workers are more likely to report job satisfaction when they believe they have control over their work schedules and can attend to personal obligations. According to research by Jessica et al. (2023), job satisfaction is positively and significantly impacted by work environment and work-life balance.

Work-life balance refers to how individuals prioritize their personal and professional activities and the extent to which work-related tasks are present in their home life. It also involves managing personal and professional responsibilities to promote well-being and maintain a healthy equilibrium between work and personal life, thereby preventing feelings of being overwhelmed and burnout. In recent studies conducted by the prior researchers, it is

shown that work-life balance also significantly effects the job satisfaction in the various type of industries, including banking industry (Yusdianti Tenriawali et al., 2021), CV employees (Karjuni et al., 2024), SME's employee (Susanto et al., 2022), Millennials (Tirta & Enrika, 2020), etc. Through several prior studies, it can be stated that if companies want to increase employee job satisfaction, they should pay attention to employees' work-life balance. By promoting work-life balance, companies benefit from a workforce that maintains a healthy equilibrium between work and personal life, it includes better physical and mental health, higher retention, superior employer branding, and less stress and burnout.

2.3. Work Engagement

According to Evitha et al. (2021), work engagement refers to a positive attitude that employees have toward their work, characterized by vigor, dedication, and a high level of concentration while performing their tasks. Absorption means being completely focused and contentedly absorbed in job tasks; vigor means having a lot of energy and mental toughness while working; and dedication means having a sense of purpose and excitement about one's work. Employee engagement increases productivity and deliver higher quality work. Work engagement currently popular to used by researcher in order to find the relation between variables. For instance, studies that were carried out by (Rahmadani et al., 2023) discuss about the role of work engagement in mediating the indirect effect of transactional leadership and workload on employee turnover intention. Furthermore, it is considered as a key factor in achieving employee well-being and organizational performance (Nurrosidah, A., & Sopiah, S. 2022.). Additionally, it is corroborated by earlier studies that indicate work engagement has a vital contribution on employee job satisfaction and employee retention (Yildiz & Yildiz, 2022); (Wei et al., 2023); (Padmavathi, 2023). It is also means that employee skills and confidence are increased when they have access to professional development and training, which raises engagement levels. In other study conducted by Kahn et al (2013) shows that a supportive work-life balance allows employees to manage personal responsibilities alongside their professional duties effectively. This balance is essential for maintaining high engagement. Therefore, through this research, it is possible to gain a deeper understanding of the contribution of employee work engagement to employee job satisfaction, particularly in the healthcare industry from the perspective of the health workforce. In addition, the dimensions that define it can help organizations develop strategies to enhance work engagement and improve overall performance of employees.

2.4. Job Satisfaction in The Work Perspective

According to Locke (1976), job satisfaction is a favorable emotional state brought on by an evaluation of one's work experiences. It encompasses various dimensions such as pay, promotion opportunities, supervision, and the nature of the work itself. Studies reveal a positive correlation between healthcare personnel job happiness and both patient satisfaction and overall quality of care (Kirkpatrick et al., 2021). High job satisfaction also linked to lower turnover rates. Supported study by Labrague et al. (2017) states that job satisfaction contributes to better mental health outcomes for employees. Dissatisfaction can lead to stress, burnout, and other negative health consequences. There are also several factors influence job satisfaction among workers. According to Kafkia et al. (2020) a supportive work environment characterized by adequate resources, safety, and a positive atmosphere significantly enhances job satisfaction. According to additional research by Jaya et al. (2023), job satisfaction is positively and significantly impacted by work-life quality, which in turn reduces the likelihood

that employees will leave their jobs. Good relationships with managers and coworkers are essential to job fulfillment. Research by Cezar-Vaz et al. (2022) indicates that cooperation and teamwork raise employee satisfaction and morale at work.

Access to opportunities for professional development and training positively impacts job satisfaction. However, when compared against their workload and obligations, healthcare personnel frequently express dissatisfaction with their pay and perks (Alharbi et al., 2019). In various type of industries, the researcher frequently uses job satisfaction as a dependent variable in order to broaden knowledge in the field of human resource management. Through those studies, companies can compile appropriate strategies to increase job satisfaction among employees in the company. In previous study found that career development, and work-life balance, are positively and significantly effects employee job satisfaction, while work engagement is also used as a strong predictor of job satisfaction (Jayasri & Annisa, 2023; Suci et al., 2023); (Rahman Rathi, 2024); (Bocean et al., 2023); (Zhang et al., 2023). Because these factors have a favorable and significant impact, additional studies have demonstrated that raising employee job satisfaction would also boost employee performance (Hendri, 2019). Therefore, this study uses job satisfaction to find out the effects of independent variables, especially for the population in healthcare industry. Furthermore, it will increase the knowledge within the field of human resource management and companies with confidence can compile the strategies to increase employee satisfaction and lower the retention rates.

Conceptual Framework

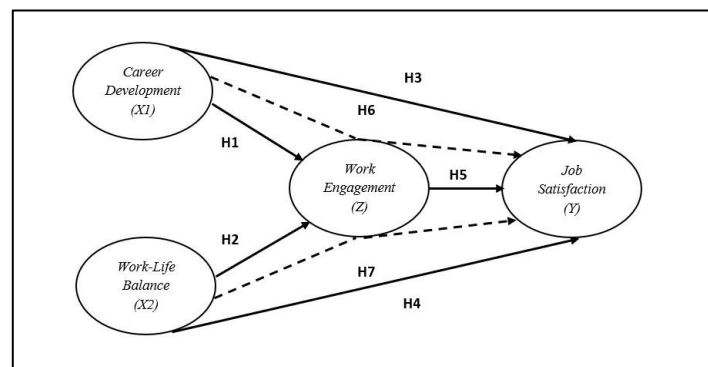


Figure 1. Research Framework

Research Hypothesis

The researcher's hypothesis is based on the previously mentioned conceptual framework.

1. Career development has a significant effect on work engagement.
2. Work-life balance has a significant effect on work engagement.
3. Career development has a significant effect on job satisfaction.
4. Work-life balance has a significant effect on job satisfaction.
5. Work engagement has a significant effect on job satisfaction.
6. Work engagement mediated the significant effect of career development on job satisfaction.
7. Work engagement mediated the significant effect of work-life balance on job satisfaction.

3. Research Method

3.1. Research Approach

The study had been done with a quantitative approach, in which the researcher also distributed questionnaires to get data from the respondents. The scale used to measure each statement item was the Likert scale. The Likert scale is a measurement method introduced by an American social psychologist in 1932. The Likert scale is measured with five response options from the respondents: 1) strongly disagree; 2) disagree; 3) neutral; 4) agree; 5) strongly agree. According to Sugiyono (2006), the Likert scale is used to measure individuals' attitudes and opinions toward specific social phenomena and to break down variables into more specific indicators in research. Researcher uses google form as a tool to displays the statements in the questionnaire. Another tool is performed by researcher like Microsoft excel in order to recap the answers from the respondents before the data is processed. Structural equation model (SEM) and tools AMOS are performed by researcher to processed the data.

3.2. Questionnaire Development

To ensure the relevance and validity of the indicators for each variable, the researcher in this study designed questionnaire items for each variable based on items previously used by other researchers to evaluate the same variables. In order to get comments on the draft questionnaire items, the researcher also asked a field supervisor. The questionnaire was sent directly to research participants after being revised in response to supervisory comments and input. Since the participants in this study are native speakers of Indonesian, the questionnaire was created in that language.

3.3. Variables Measurement

The career development variable uses indicators from previous research conducted by Byars and Rue (2008). There are four indicators: career planning, career pathing, career self-management, and career counseling. For the career development variable, there are eight statements that the respondents are required to answer. Some of the statements used in the career development variable include: "I have clearly set my career goals," "I have made a list of abilities and skills that need to be developed to achieve the desired position," and "I can adjust to changes in the workplace."

The work-life balance variable in this study uses the same indicators as those employed by previous researchers, namely Rondonuwu et al. (2018). There are three indicators: time balance, involvement balance, and satisfaction balance. In this study, there are also six statements that each respondent is required to answer. Some of the statements used in this variable include: "I have enough time to manage both work and personal activities," "I have time to engage in activities I enjoy outside of work," and "I am able to achieve my personal goals outside of work."

The mediating variable in this study, work engagement, uses indicators from Schaufeli, Bakker, and Salanova (2006). There are three indicators: vigor, dedication, and absorption. For this variable, there are seven statements that need to be answered related to the indicators. Some of these statements include: "I can complete my tasks quickly and effectively," "I can prioritize my work well," and "I can fully focus on my tasks."

The dependent variable in this study, job satisfaction, uses indicators taken from previous research by Mangkunegara (2009). There are five indicators for this variable: quality of work, work environment, relationships with colleagues, compensation, and leadership. For this variable, there are ten statements used, including: "My job provides me with the opportunity

to use my abilities and skills optimally,” “My job has a really cozy and secure atmosphere,” and “The salary and benefits I receive are well-suited to my job.”

3.4. Sample and Data Collection

The study's target population is healthcare workers in Kubu Raya, West Kalimantan. The sample for this study was selected using purposive sampling. According to Sugiyono (2010), purposive sampling is a data collection technique where the sample is determined based on specific criteria. In this study, the criteria used by the researcher to select the sample included healthcare workers employed in Kubu Raya, West Kalimantan, Indonesia, with a minimum of one year of work experience. Respondent to the survey were informed that their answers would be kept confidential and used only for research. Primary data collected by questionnaire distribution were used in this research. The questions were distributed online via Google Forms. A total of 210 respondents makes up the successfully gathered sample for this research.

3.5. Demographics

Based on the data obtained from the respondents, the demographic characteristics can be seen in Table 2.1. In terms of gender, male respondents make up 25.2%, while female respondents account for 74.8%. Furthermore, the respondents in this study are predominantly workers aged 31 years and older. As shown in the table, respondents aged 31-40 represent 34.3%, and those aged 41-50 represent 33.8%. Respondents over 51 years old account for 12.9%, while those aged 21-30 make up 19%. Additionally, looking at the respondents' educational backgrounds, participants with a high school diploma (SLTA/SMA) constitute 2.4%, while those with a diploma account for 70%. Respondents with a bachelor's degree represent 25.7%, and those with a master's degree account for 1.9%. Moreover, this study's respondents are predominantly healthcare workers who have worked for more than three years, with a percentage of 76.7%.

Table 1. Demographic Characteristic of The Respondent

Respondent Characteristic		Frequency	Percentage
Gender	Male	53	25,2%
	Female	157	74,8%
Age	21 – 30 years old	40	19%
	31 – 40 years old	72	34,3%
	41 – 50 years old	71	33,8%
	> 50 years old	27	12,9%
Educational Background	Diploma	147	70%
	Bachelor Degree	54	25,7%
	Master Degree	4	1,9%
	High School	5	2,4%
Tenure	1 – 2 years	31	14,8%
	2 – 3 years	18	8,6%
	> 3 years	161	76,7%

4. Results and Discussion

4.1. Results

Measurement Models

The outcomes of the Goodness of Fit Index test in this study are presented in Table 4.1, which indicate the influence of each tested model.

Table 2. Goodness of Fit Index Test

<i>Goodness of fit Index</i>	Cut of value	Result	Criteria
Absolute Measures			
RMSEA	<0,08	0.020	Model Fit
RMR	<0,05	0.021	Model Fit
Incremental Fit Measure			
TLI	$\geq 0,90$	0.990	Model Fit
IFI	$\geq 0,90$	0.992	Model Fit
CFI	$\geq 0,90$	0.992	Model Fit
Parsimonious Fit Measure			
CMINDF	<2,00	1.085	Model Fit
PNFI	A higher value (closer to 1)	0.754	Model Fit

Based on Table 4.1, the Goodness of Fit Index test results indicate that all measurement indices of the model meet the fit criteria, meaning that the tested model aligns well with the empirical data. In other words, the model examined in this study shows a good fit with the data used.

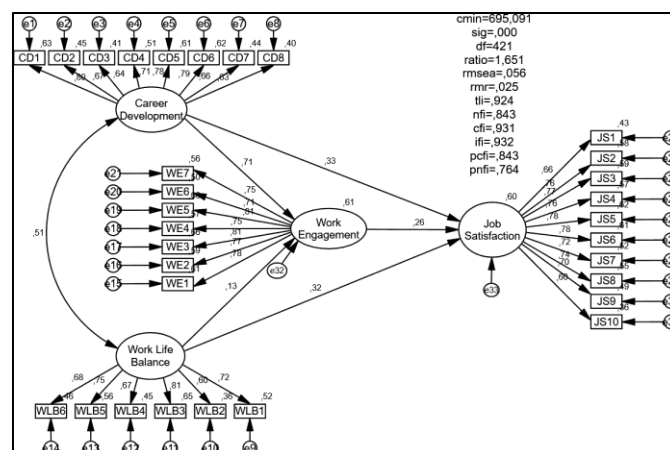


Figure 2. Full Model Testing

Hypothesis Testing

The outcomes of the hypothesis testing in this study are presented in Table 2, which illustrates the influence of each tested variable.

Table 3. Hypothesis Testing

Hypothesis	Path	Estimate	S.E.	C.R	P	Conclusion
H1	Career Development → Work Engagement	0,635	0,076	8,409	0,000	Supported
H2	Work-Life Balance → Work Engagement	0,145	0,067	2,175	0,030	Supported
H3	Career Development → Job Satisfaction	0,254	0,068	3,742	0,000	Supported
H4	Work-Life Balance → Job Satisfaction	0,259	0,058	4,464	0,000	Supported
H5	Work Engagement → Job Satisfaction	0,186	0,070	2,665	0,008	Supported

Overall, all the tested hypotheses indicate a positive and significant influence between the researched variables. The estimated values for each hypothesis are positive, and the p-values for each hypothesis also show results below 0.05, meaning that these results support each of the proposed hypotheses.

Table 4. Sobel Test – Significance of Mediation

Hypothesis	Path	Sobel Test Statistic	Two-tailed Probability	Conclusion
H6	Career Development → Work Engagement → Job Satisfaction	2,5321	0,011	Supported
H7	Work-Life Balance → Work Engagement → Job Satisfaction	1,6780	0,093	Not Supported

The results in Table 4.3 indicate that work engagement (WE) can mediate the relationship between career development and job satisfaction. The generated probability value is 0.011, which is lower than the established threshold of ($\alpha = 0.05$), thus this hypothesis is considered positive and significant. However, in Table 4.3, it is also explained that the work engagement variable is unable to mediate the relationship between work-life balance and job satisfaction, as evidenced by the probability value of 0.093, which is above the alpha value ($\alpha=0.05$). Therefore, Hypothesis 7 in this study is rejected, as the data analysis results are positive but not significant.

4.2. Discussion

Career Development and Work Engagement

Career development and work engagement have a favorable and significant relationship, according to the data in Table 4.2. A coefficient value of 0.635 and a p-value less than 0.05 support this. These findings imply that good career development can raise workers' job satisfaction. According to research by Nurhayati, M. et al. (2024), career development support can improve work engagement and fortify the bond between employees and the company through organizational commitment. These results align with a study by Robianto & Masdupi (2020), which found that career development significantly and favorably affects work engagement. Furthermore, a recent study by Wiyanto et al. (2024) also found that career development positively and significantly affects employee job satisfaction. In light of these results, it may be said that companies need to enhance effective career development programs for employees so they can acquire new skills and improve their competencies in their work. If the percentage of employee work engagement in a company increases, employees in that company will tend to be more loyal, which means the company simultaneously reduces its employee turnover rate. Additionally, when employees have a high level of engagement, they will be more motivated to contribute new ideas and innovative solutions for the company's sustainability. Therefore, employee career development should remain a key focus for the company so that the positive relationship between career development and work engagement can have a significant impact on the company.

Work-Life Balance and Work Engagement

In accordance with the data analysis shown in Table 4.2, the coefficient value is 0.145 and the p-value is $0.030 < 0.05$. This suggests a strong and favorable relationship between work-life balance and work engagement. The results of Aliasah, M.W., Abdullah, Z., & Shafee, S. (2020), who discovered that work-life balance significantly affects job satisfaction among non-

academic staff at Malaysian higher education institutions, offer validity to this study. Furthermore, Hayashi, K., & Nagata, T. (2018) studied Japanese workers and discovered that work-life balance elements, including subjective health and greater satisfaction with time management, were associated with increased work engagement. These findings are consistent with a study by Marumpe et al. (2023), which likewise found that work-life balance significantly and favorably affects work engagement. In his research, it is also mentioned that when there is perceived organizational support and flexible working arrangements, it will help improve employees' work-life balance (Marumpe et al., 2023). A good work-life balance can enhance employee engagement in their work. By focusing on and improving work-life balance, companies can help employees feel happier and more engaged in their jobs, ultimately boosting productivity and employee loyalty. One approach related to work-life balance in the workplace is to promote a culture that respects employees' personal time, such as limiting work-related communication outside of working hours or on weekends, so employees can have time to rest and spend with their families.

Career Development and Job Satisfaction

Based on Table 4.2 data, career development has a positive and significant effect. Seen from p value below 0.05 and coefficient value 0.254. It means the better career development provided by the company to its employee, the higher the job satisfaction. This is consistent with Febrianti et al. (2020) which states that career development has an effect on job satisfaction. Permana et al. (2021) also found that career development has a substantial and favorable effect on job satisfaction. Additionally, investigation by Sinambela, E.A., et al. (2023) discovered that job satisfaction is significantly impacted by the career development variable. It is further explained that these results are expected to serve as a reference for leaders to understand the needs of each employee in enhancing job satisfaction. In work perspective, Career development can be defined as the ongoing process of managing life, learning and work to achieve personal and professional goals. This development includes various activities such as training, mentoring, job rotation and career counseling to improve employee skills and competencies. Theoretically, career development can be understood as a continuous process involving the planning and development of skills necessary to achieve career goals. Based on the results of this research, companies should seriously consider focusing on the career development of their employees, as it has been proven that employee career development can increase job satisfaction, which, in turn, can have a substantial impact on the company itself. For instance, satisfied employees tend to be more motivated to maintain productivity, which will naturally help the company operate more efficiently and effectively.

Work-Life Balance and Job Satisfaction

The data analysis in this study demonstrates that work-life balance positively and significantly impacts job satisfaction. The data in Table 4.2 show a p-value of less than 0.05 and a coefficient value of 0.259. This finding implies that workers are more likely to be content with their positions if they believe their personal and professional lives are balanced. This finding aligns with previous research conducted by Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2021), which states that work-life balance has a substantial and favorable impact on job satisfaction. Additionally, a study by Fahlevi, M., Irma, D., Maemunah, S., Mahfud, I., & Dhyan Parashakti, R. (2020) also indicates that work-life balance significantly positively affects employee job satisfaction. Another study conducted by (Syal et al., 2024) also shown a positive and significant effect between work-life balance and job satisfaction. Furthermore, it

is stated that improving work-life balance among employees will lead to an increase in job satisfaction. Work-life balance plays a crucial role in a company, as it helps create a healthier and more positive work environment. If a company places greater emphasis on maintaining the balance between employees' work and personal lives, employees will be less likely to experience stress and burnout. Instead, they will enjoy better mental and physical health. This allows employees to remain productive at work, ultimately leading to increased job satisfaction.

Work Engagement and Job Satisfaction

The findings are also displayed in Table 4.2, which shows that there is a p-value of 0.008 < 0.05 and a coefficient value of 0.186 between work engagement and job satisfaction. This implies that work engagement has a favorable and considerable impact on job satisfaction. Previous studies have shown that work engagement itself is a reflection of employees' good attitudes about their jobs, which are typified by their vigor, dedication, and high level of attention while working on tasks (Evitha et al, 2021). Previous investigation performed by Huaman, N., et al. (2023) found a significant relationship between work engagement and job satisfaction among nurses in Peru. Another study by Hidayat, W.G. (2023) also stated that work engagement has a significant impact on employee job satisfaction. Given that work engagement has a substantial and favorable effect on job satisfaction, companies need to take strategic steps to enhance employee work engagement to improve their job satisfaction. These strategic steps may include providing clear goals, constructive feedback, and recognition and rewards for good employee performance. Additionally, companies can assign greater responsibilities to employees, aiming to increase their involvement. When employees feel trusted to make decisions and face challenges, they have a higher chance of being involved and content with their employment.

Career Development, Work Engagement and Job Satisfaction

The Sobel test findings for the hypothesis test in Table 4.3 indicate a two-tailed probability value of 0.011 and a Sobel test statistic value of 2.5321. This indicates that work engagement significantly mediates the effect of career development on job satisfaction. The conclusion of this investigation reinforce previous findings that demonstrate a substantial and favorable relationship between career development, work engagement, and job satisfaction (Sariwulan, T., et al. 2019; Sun, L., & Cheng, N.C. 2021; Aziza, M., & Syahrizal, S. 2022). In other words, effective career development enhances employees' work engagement, which ultimately has a positive impact on job satisfaction. Workers incline to be satisfied with their professions if they feel invested in their work, especially when they perceive that their career development is well-supported by the company. Several studies also state that employees who believe their organization supports their career growth are more likely to be engaged in their work. High levels of engagement correlate with improved productivity and job performance (Rivai Zainal et al., 2023).

Work-Life Balance, Work Engagement and Job Satisfaction

The results of this study show that work engagement has not been able to significantly mediate the relationship between work-life balance and job satisfaction. In other words, the effect of work-life balance on job satisfaction can occur directly, without the need to go through work engagement. Previous studies have also discussed an insignificant relationship between work-life balance and work engagement (Pramana & Putra, 2022). In other words, having a

good balance between work and personal life does not necessarily make a person feel more engaged or motivated in their job. Although work-life balance itself has a positive impact on job satisfaction, as explained by Yusnani, E. & Prasetyo, A. P. (2018) in their research, It claims that employee job satisfaction is positively and significantly impacted by work-life balance. This is further supported by the research of García-Salirrosas, E.E., & Rondon-Eusebio, R.F. (2023), who argue that work-life balance has a direct, positive, and significant effect on job satisfaction. However, work engagement has not been able to mediate the effect of work-life balance on job satisfaction. In other words, employees with a good work-life balance may feel satisfied with their jobs because they are able to manage their time and energy effectively, without necessarily feeling emotionally involved or engaged with their work. Although in other studies, work engagement has a positive and significant influence on both job satisfaction and work-life balance (Susanto, A.J. 2023; Fukuzaki, T., et al. 2021), in this study, there may be other variables that better explain the relationship between work-life balance and job satisfaction, such as physical or mental conditions, recognition from superiors, or opportunities for growth.

5. Conclusion

According to the research, career development, work-life balance, and work engagement the variables examined in this study—have a favorable and noteworthy effect on employee job satisfaction. In this study, the employees in question are healthcare workers in the Kubu Raya region, West Kalimantan, Indonesia. Furthermore, this research has successfully tested the function of work engagement in mediating the indirect relationship between work-life balance and career development and employee job satisfaction. Although the work engagement variable can mediate the relationship between career development and job satisfaction, it has not been able to mediate the relationship between work-life balance and job satisfaction. It is hoped that the findings of this study will be useful effectively by stakeholders within companies to consider the importance of employee career development and work-life balance. These two aspects not only affect work engagement but also continuously contribute to improving employee job satisfaction in the workplace.

The limitation of this study lies in the sample used, as it is restricted to healthcare workers in the Kubu Raya region, West Kalimantan, Indonesia. It is anticipated that future studies will increase the sample size, either by continuing to explore the healthcare industry or by investigating employees in other sectors such as manufacturing, services, or IT. Additionally, future researchers are encouraged to explore other factors beyond career development and work-life balance, so that studies addressing factors influencing employee job satisfaction can be broadened. This will provide further insights within the scope of human resource management, which can also be useful for stakeholders in making strategic decisions in the future.

References

- Aruldas, A., Kowalski, K. B., & Parayitam, S. (2021). The relationship between quality of work life and work life balance mediating role of job stress, job satisfaction and job commitment: evidence from India. *Journal of Advances in Management Research*, 18(1), 36–62.
- Aliasah, M.W., Abdullah, Z., & Shafee, S. (2020). The impact of the work-life balance on work engagement of non-academic employee in higher learning institutions in Malaysia. *EARR (Educational Administration Research and Review)*, 7(1).

- Aziza, M., & Syahrizal, S. (2022). Career Development and Work Engagement: The moderating role of Perceived Organizational Support. *Human Resource Management Studies*, 2(3), 157-165.
- Amelia, F. R., Heriyadi, H., Daud, I., Shalahuddin, A., & Sulistiowati, S. (2023). Influence of work-life balance and job stress to employee performance mediated by job satisfaction on millenial employees . *Enrichment : Journal of Management*, 13(5), 3066-3081.
- Badrianto, Y., & Ekhsan, M. (n.d.). Effect of Work Environment and Job Satisfaction on Employee Performance in PT. Neginak Industries. In *Management, and Accounting* (Vol. 2).
- Bocean, C. G., Popescu, L., Varzaru, A. A., Avram, C. D., & Iancu, A. (2023). Work-Life Balance and Employee Satisfaction during COVID-19 Pandemic. *Sustainability (Switzerland)*, 15(15).
- Bps.go.id. (2024, 15 Februari). *Jumlah Tenaga Kesehatan Menurut Provinsi, 2023*. Diakses pada 20 Juni 2024, Dari <https://www.bps.go.id/id/statistics-table/3/YVdwSFJHRjRVVkJqWIRWRU9EQkhNVFY0UjB4VVVUMDkjMw==/jumlah-tenaga-kesehatan-menurut-provinsi.html?year=2023>
- Dewi, C. T. T., & Krisnadi, H. (2023). The Effects of Using Digitalization, Work Life Balance and Work Engagement on Employee Performance Through Job Satisfaction at PT Waskita Karya Infrastruktur. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 8(2), 1197-1207.
- Dewi, R. S., & Nurhayati, M. (2021). The Effect of Career Development on Turnover Intention with Job Satisfaction and Organizational Commitment as Mediators, Study at PT Control Systems Arena Para Nusa. *European Journal of Business and Management Research*, 6(4), 11–18.
- Fahlevi, M., Irma, D., Maemunah, S., Mahfud, I., & Dhyan Parashakti, R. (2020). Work-Life Balance and Job Satisfaction: A Case Study of Employees on Banking Companies in Jakarta. *Article in International Journal of Control and Automation*, 50(4), 439–451.
- Faisal, F., Mukhlis, & Utami, S. (2023). The Influence of Work-Life Balance, Work Stress on Work Engagement and Performance at PT. PLN (Persero) UIW Aceh during the Covid-19 Pandemic: Collectivism and Individualism as Moderators. *International Journal of Scientific and Management Research*, 06(11), 111-121.
- Ferdy Leuhery, Sari Zulfiana Hasan, Vera Herlina Mustari, Raden Rara Ayu Widaningsih, & Fatimah Malini Lubis. (2024). The Evolution of Work-Life Balance: Redefining Priorities in Human Resource Management. *Dinasti International Journal of Economics, Finance & Accounting*, 5(1), 23–34.
- Febrianti, N. T., Suharto, S., & Wachyudi, W. (2020). The Effect of Career Development and Motivation on Employee Performance Through Job Satisfaction in PT Jabar Jaya Perkasa. *International Journal of Business and Social Science Research*, 25–35.
- Fukuzaki, T., Iwata, N., Ooba, S., Takeda, S., & Inoue, M. (2021). The Effect of Nurses' Work-Life Balance on Work Engagement: The Adjustment Effect of Affective Commitment. *Yonago acta medica*, 64(3), 269–281.
- García-Salirrosas, E.E., & Rondon-Eusebio, R.F. (2023). Impact of Labor Autonomy and Work-Life Balance on Job Satisfaction in Teleworking. *Proceedings of the 2023 7th International Conference on E-Commerce, E-Business and E-Government*. 79-86.

- Harahap, P., & Sugiarti, R. (2024). The Effect of Compensation, Career Development, and Work-Life Balance on Employee Loyalty With Job Satisfaction As An Intervening Variable. *Indonesian Journal of Social Technology*, 5(3).
- Hayashi, K., & Nagata, T. (2018). 1409 Influence of factors of work-life balance on work engagement among japanese workers. *Occupational and Environmental Medicine*, 75(2), A623 - A623.
- Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208–1234.
- Hesty Rahmadani, Ilzar Daud, Yulyanti Fahrana, Titik Rosnani, & Anwar Azazi. (2023). Work engagement as a mediator of transactional leadership and workload on employee turnover intention. *International Journal on Social Science, Economics and Art*, 13(3), 163–174.
- Hidayat, W. G. P. A. (2023). The Influence of Employee Engagement, Work Environment and Job Characteristics on Job Satisfaction and Performance. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(4), 1652–1659.
- Huaman, N., Morales-García, W. C., Castillo-Blanco, R., Saintila, J., Huancahuire-Vega, S., Morales-García, S. B., Calizaya-Milla, Y. E., & Palacios-Fonseca, A. (2023). An Explanatory Model of Work-family Conflict and Resilience as Predictors of Job Satisfaction in Nurses: The Mediating Role of Work Engagement and Communication Skills. *Journal of primary care & community health*, 14, 215013192311151380.
- Hu, H., Wang, C., Lan, Y., & Wu, X. (2022). Nurses' turnover intention, hope and career identity: the mediating role of job satisfaction. *BMC nursing*, 21(1), 43.
- Jaya, A., Rosnani, T., Rosnani, R., Fahrana, Y., & Marumpe, D. P. (2023). Turnover Intention: is it Influenced by Quality of Work Life and Job Satisfaction as a Mediator? *South Asian Research Journal of Business and Management*, 5(06), 179–187.
- Jayasri, R. I. A., & Annisa, I. T. (2023). Effect of Workload and Career Development on Turnover Intention through Job Satisfaction as Variable Mediator. *Research of Business and Management*, 1(1), 10–20.
- Jessica, N., Afifah, N., Daud, I., Sulistiowati, ., & Pebrianti, W. (2023). The Effect of Work Environment and Work-life Balance on Job Satisfaction: Work Stress as a Mediator. *Journal of Economics, Management and Trade*, 54–65.
- Karjuni, A., Rosid, A., Selasi, D., & Haida, N. (2024). *Work-Life Balance and Career Development Towards Job Satisfaction under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License*. 2.
- Karsim, K., Susilowati, E., Setiawan, W. B., Syafii, M., & Rijal, S. (2023). Nurturing Job Satisfaction: Social Interactions and Work Environment via Empowering Motivation. *Jurnal Informatika Ekonomi Bisnis*, 772-778.
- Iis, E. Y., Wahyuddin, W., Thoyib, A., Ilham, R. N., & Sinta, I. (2022). The effect of career development and work environment on employee performance with work motivation as intervening variable at the office of agriculture and livestock in Aceh. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)*, 2(2), 227-236.
- Muchtadin, M., Zainal, V. R. ., Riyanto, S. ., & Nurhayati, M. . (2023). Literature Review: Peran Career Development Dalam Meningkatkan Work Engagement

- Dosen. *Scientific Journal of Reflection : Economic, Accounting, Management and Business*, 6(4), 830-838.
- Marumpe, D. P., Rosnani, T., Heriyadi, Fahrana, Y., & Jaya, A. (2023). Are Perceived Organizational Support and Flexible Working Arrangement Able to Influence Employee Engagement among Millennials? *Asian Journal of Economics, Business and Accounting*, 23(11), 28–44.
- Naini, N. F., & Riyanto, S. (2023). The Influence of Perceived Organizational Support and Work-Life Balance on Turnover Intention Through Job Satisfaction. *International Journal of Islamic Business and Management Review*, 3(2), 183-193.
- Nathania, F., Ramadhan, Y., & Jus'at, I. (2023). The Effect of Compensation, Work Environment, Career Development On Job Satisfaction With Employee Work Motivation As An Intervening Variable In Rs X. *Jurnal Health Sains*, 4(9), 75-89.
- Nguyen, Q. V., Nguyen, H. N., & Phan, T. U. (2023). Unveiling the dynamics of motivation, work-life balance, and work engagement among Vietnamese employees in multinational corporations. *Problems and Perspectives in Management*, 21(3), 629.
- Nurjanah, D., & Indawati, N. (2021). Effect Of Emotional Intelligence on Employee Engagement and Job Satisfaction with Work-Life Balance as Intervening Variables in The Generation Z In Surabaya. *Management, Business and Social Science (IJEMBIS) Peer Reviewed-International Journal*, 1(3).
- Nurrosidah, A., & Sopiah, S. (2022). Work engagement: A systematic literature review and bibliometric analysis. *ETNIK: Jurnal Ekonomi dan Teknik*, 1(11), 757-767.
- Nurhayati, M., Asih, D., Kasmu, A., & Santosa, A. (2024). Effect of Career Development Support on Work Engagement Using Workplace Social Capital and Organizational Commitment as Moderation and Mediation. *Jurnal Riset Bisnis dan Manajemen*, 17(1), 111-120.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588.
- Panchal, N., Sharma, S., Sharma, R., & Rani, R. (2022). Job satisfaction and organizational commitment among nurses working on temporary versus permanent jobs at a tertiary care teaching hospital, Uttarakhand, India. *Journal of Integrative Nursing*, 4, 224–230.
- Padmavathi, T. (2023). Does Sustainable Work Environment Influence Work Engagement, Job Satisfaction and Employee Retention? Perspective From E-Commerce Industry. *Revista de Gestao Social e Ambiental*, 17(4).
- Permana, A., Aima, M. H., Ariyanto, E., Nurmahdi, A., Sutawidjaya, A. H., & Endri, E. (2021). The effect of compensation and career development on lecturer job satisfaction. *Accounting*, 7(6), 1287–1292.
- Permadi, I. K. O., Diputra, I. K. S., & Sanjiwani, P. A. P. (2023). The Effect of Work-Life Balance and Workload on Job Satisfaction to Affect Nurse Performance. *Ekonomis: Journal of Economics and Business*, 7(2), 884-891.
- Purwatiningsih, E., & Sawitri, H. S. R. (2021). Analysis on the effect of work-life balance and career development on turnover intention for millennial generations. *Management and Entrepreneurship: Trends of Development*, 1(15), 80–88.
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. In *Problems and*

- Perspectives in Management* (Vol. 19, Issue 3, pp. 162–174). LLC CPC Business Perspectives.
- Rathi, S.R. & Islam, A. (2024). Work-Life Balance and Job Satisfaction as Predictors of Job Performance among Bankers: A Cross-Sectional Study. *International Journal of Indian Psychology*, 12(1), 120-129.
- Robianto, F., & Masdupi, E. (2020). The effect of career development, compensation, work environment and job satisfaction on work engagement. In *4th Padang International Conference on Education, Economics, Business and Accounting (PICEEBA-2 2019)* (pp. 737-748).
- S., T., & S.N., G. (2023). Work-life balance -a systematic review. *Vilakshan - XIMB Journal of Management*, 20(2), 258–276.
- Sabuhari, R., Soleman, M. M., Adam, M. A., & Abdul Haji, S. (2023). Do Adaptability and Innovation Speed Matter in Increasing Sales of MSMEs during the COVID-19 Pandemic? *Journal of Economics, Business, & Accountancy Ventura*, 26(1), 115–128.
- Saleem, Y., Kamran, M.R., Sabir, F., & Iqbal, J. (2013). Career Development an Imperative of Job Satisfaction and Career Commitment: Empirical Evidence from Pakistani Employees in Banking Sector. *European Journal of Business and Management*, 5, 108-118.
- Salsabilla, A., & Andriani, C. (2023). Self Efficacy and Work Life Balance on Job Satisfaction. *Human Resource Management Studies*, 3(3).
- Saputra, E. B. (2022). *The Effect Career Development and Rewards on Job Satisfaction (Study of Human Resource Management Literature)*. 1(2).
- Saputra, P., Karsim, K., Mayasari, E., & Yakin, I. (2023). Analisis Pengaruh Quality of Work Life dan Motivasi Kerja terhadap Kinerja Karyawan melalui Kepuasan Kerja sebagai Variabel Mediasi pada Yamaha Banjarmasin. *Innovative: Journal Of Social Science Research*, 3(6), 4232-4246.
- Sariwulan, T., Sudiarditha, I.K., Susita, D., & Raharjo, A. (2019). The Effect of Job Demands and Work Engagement on Job Satisfaction of KOPINDOSAT Employees in Jakarta. *Proceedings of the 20th Malaysia Indonesia International Conference on Economics, Management and Accounting*.
- Sehatnegeriku.kemkes.go.id. (2023, 26 Juli). *Menkes Beri 3 Arahan Kepada Konsil Tenaga Kesehatan Indonesia*. Diakses pada 20 Juni 2024, Dari <https://sehatnegeriku.kemkes.go.id/baca/rilis-media/20230726/4043586/menkes-beri-3-arahan-kepada-konsil-tenaga-kesehatan-indonesia/>
- Sinambela, E. A., Halizah, S. N., Naufalia, S., Amelia, F. N., Arifin, S., Darmawan, D., & Putra, A. R. (2023). The Effect of Experience, Work Supervision and Career Development on Job Satisfaction. *Indonesian Journal of Innovation Multidisipliner Research*, 1(2), 96–107.
- Siagian, G. F., Setyabudi, C. M., & Mayastinasari, V. (2024). The Impact of Quality of Work Life and Work-Life Balance on Job Satisfaction: The Mediating Role of Perceived Organizational Support. *Journal La Sociale*, 5(2), 273-286.
- Submitter, G. A. T. R., Daud, I., & Afifah, N. (2021). The mediating role of job satisfaction in the relationship between compensation and work environment on performance. *Journals and Daud, Ilzar and Afifah, Nur, The Mediating Role of Job Satisfaction in the Relationship between Compensation and Work Environment on Performance*

- (June 30, 2021). Reference to this paper should be made as follows: Daud, I, 110-116.
- Suci, F. E., Karyatun, S., & Digdowiseiso, K. (2023). The Effect of Job Placement, Competency, Career Development, and Motivation on Employee Job Satisfaction at Badan Pusat Statistik Kabupaten Bogor. *Jurnal Syntax Admiration*, 4(5), 810–821.
- Sun, L., & Cheng, N. (2023). Impacts of sense of career calling and perceived career development opportunities on work engagement: A case study of undergraduate academic advisor. *International Journal of Business and Management*, 16(8), 1-37.
- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors. *Frontiers in Psychology*, 13.
- Susanto, A. (2023). The Role of Green Human Resources Management (GHRM) on Job Satisfaction and Green Work Engagement (GWE): an Empirical Study on Manufacturing Industries. *Journal of Economics, Finance and Management Studies*, 6(03).
- Syal, A., Rosnani, T., Daud, I., Christiana, M., Kalis, I., & Hendri, M. I. (2024). The influence of reward, work-life balance on employee retention: The mediating effect of Job satisfaction Generation Z employees in West Kalimantan. *Journal of Management Science (JMAS)*, 7(1), 270–279.
- Tirta, A. H., & Enrika, A. (2020). Understanding the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia. In *Journal of Business and Retail Management Research (JBRMR)* (Vol. 14).
- Tenriawali, A. Y., Umanailo, M. C. B., Wonua, A. R., Mutiara, I. A., & Ahriani, A. (2021). The Effect of Balanced Life and Career Development on Job Satisfaction in Bank Maluku. In *11th Annual International Conference on Industrial Engineering and Operations Management* (pp. 6133-6142).
- Udin, U. (2023). The Impact of Work-Life Balance on Employee Performance: Mediating Role of Affective Commitment and Job Satisfaction. *International Journal of Sustainable Development & Planning*, 18(11).
- WauJ., & Purwanto. (2021). The Effect of Career Development, Work Motivation, and Job Satisfaction On Employee Performance. *Jurnal Aplikasi Bisnis Dan Manajemen (JABM)*, 7(2), 262.
- Wei, H., Horsley, L., Cao, Y., Haddad, L. M., Hall, K. C., Robinson, R., Powers, M., & Anderson, D. G. (2023). The associations among nurse work engagement, job satisfaction, quality of care, and intent to leave: A national survey in the United States. *International Journal of Nursing Sciences*, 10(4), 476–484.
- Wiyanto, J., Ratnaningsih, D. J., & Suratini, S. (2024). Self-efficacy, career development, and work engagement on employee performance: Evidence from aviation sector organizations. *Journal of Enterprise and Development (JED)*, 6(1), 223-236.
- Wulandari, V. T., & Hafidz, G. P. (2023). The Influence of Job Stress, Workaholism and Work Engagement on Job Satisfaction and Turnover Intention in the Garment Industry. *International Journal of Social Science, Education, Communication and Economics (SINOMICS JOURNAL)*, 2(2), 341-354.

- Yildiz, B., & Yildiz, T. (2022). A systematic review and meta-analytical synthesis of the relationship between work engagement and job satisfaction in nurses. In *Perspectives in Psychiatric Care* (Vol. 58, Issue 4, pp. 3062–3078). John Wiley and Sons Inc.
- Yusli, N. F. Q., Suhaimi, S. A., Taib, N. Z., Abdullah, S. A., & Mohamad, M. H. (2023). Examining Effects of Work Environment and Work-Life Balance towards Job Satisfaction among MNCs Millennials in Klang Valley during Covid-19 Pandemic Outbreak. *International Journal of Business Management (IJBM)*, 6(1), 1-6.
- Yusnani, E., & Prasetio, A. P. (2018). Kontribusi work life balance terhadap job satisfaction pada karyawan Dinas Koperasi dan Usaha Kecil. *Jurnal Penelitian Pendidikan*, 18(2), 135-143.
- Zhang, M., Chen, H., Wang, N., Li, Y., Li, X., & Liu, Y. (2023). The mediating role of job satisfaction between psychological capital and work engagement among Chinese nurses during COVID-19 outbreak: A comparative study between nurse specialists and general nurses. *Frontiers in Psychiatry*, 13.