



Research article

Determinants of employee job satisfaction: The roles of career development, compensation, and work-life balance

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ABSTRACT

This study aims to analyze the determinants of employee job satisfaction at PT MPT focuses specifically on career development, compensation, and work-life balance. Employing a quantitative approach with a survey method, this research collected data from all 132 employees through a saturated sampling technique. The data were analyzed using the Partial Least Squares (PLS) method. The findings reveal that compensation and work-life balance have positive and significant effects on job satisfaction, while, surprisingly, career development shows no significant impact on employee job satisfaction. These results suggest that employees at PT MPT places greater importance on immediate financial rewards and work-life harmony than on long-term career progression. The study provides valuable insights for the company's human resource management in developing more effective strategies to enhance employee satisfaction, particularly through compensation system improvements and work-life balance programs.

Keywords: Career development, compensation, work-life balance and job satisfaction

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Abstrak

Penelitian ini bertujuan untuk menganalisis faktor-faktor yang mempengaruhi kepuasan kerja karyawan di PT MPT, dengan fokus khusus pada pengembangan karier, kompensasi, dan keseimbangan kerja-kehidupan. Menggunakan pendekatan kuantitatif dengan metode survei, penelitian ini mengumpulkan data dari seluruh 132 karyawan melalui teknik sampling jenuh. Data dianalisis menggunakan metode Partial Least Squares (PLS). Hasil penelitian menunjukkan bahwa kompensasi dan keseimbangan kerja-kehidupan memiliki dampak positif dan signifikan terhadap kepuasan kerja, sementara, secara mengejutkan, pengembangan karier tidak memiliki dampak signifikan terhadap kepuasan kerja karyawan. Hasil ini menyarankan bahwa karyawan di PT MPT lebih mengutamakan imbalan finansial segera dan keseimbangan kerja-kehidupan daripada perkembangan karier jangka panjang. Studi ini memberikan wawasan berharga bagi manajemen sumber daya manusia perusahaan dalam mengembangkan strategi yang lebih efektif untuk meningkatkan kepuasan karyawan, terutama melalui perbaikan sistem kompensasi dan program keseimbangan kerja-kehidupan.

Kata Kunci: *Pengembangan karir, kompensasi, work-life balance dan kepuasan kerja*

1. Introduction

Human resources are a crucial factor in the company's sustainability; therefore, company leaders need to focus on them to manage their employees effectively. Not only are they good, but they also perform in a way that benefits the company. One thing that can be done to maintain employee well-being is to ensure their job satisfaction (Mariana et al., 2023).

This research was conducted at PT MPT, which is a private company engaged in manufacturing and located in Kelapa Gading, North Jakarta. Employee absence data at PT can show the level of job satisfaction. PT MPT for the period May 2023 to December 2023, as follows:

Table 1. Employee Attendance Data of PT Madya Putera Teknik

Month	Number of employees	Absence			Late
		Sick	Permission	Without explanation	
May	132	12	8	4	10
June	132	3	6	3	15
July	132	5	10	5	12
August	132	5	10	2	8
September	132	8	3	3	11
October	132	5	4	4	12
November	132	9	4	2	10
December	132	10	15	8	7

Source: Processed data, 2024

Based on Table 1, the number of absences and latenesses of PT is shown. PT MPT employees in 2023, from May to December, exceeded the Company's tolerance limit, which was 2 times. Furthermore, there are still quite a lot of employees who are absent without explanation and arrive late. Regarding illness and permission, without explanation, a maximum of 2 times per month can still be tolerated (HRD PT MPT, 2024).

Therefore, companies need to explore further what can create job satisfaction for their employees. According to Ramdhan and Pasaribu et al. (2022), job satisfaction has several elements and factors that influence it, namely compensation, working conditions, Work-Life Balance, respect and recognition, job security, challenges, and career growth. Suppose the Company pays more attention to existing job satisfaction factors. In that case, it will have a workforce with reasonable job satisfaction, which can help achieve its goals (Alvionita and Marhalinda Anugra et.al., 2024).

Rachman and Anugra et al. (2024) stated that career development is an intervention program in human resources, enabling the workforce to feel more secure when facing organizational changes and adapting to a dynamic environment. Employees who have the opportunity for career development will improve their abilities and achieve a desired career, which results in job satisfaction. However, if employees do not have the chance to develop their careers, they may feel bored with their jobs, leading to decreased job satisfaction. This statement is supported by research by Fadli et al. (2022), which states that career development has a positive and significant influence on employee job satisfaction.

Furthermore, research conducted by Satriansyah (2019) indicates that work-life balance significantly affects employee job satisfaction at the Bank Indonesia Central Java Representative Office. This is different from the research results of Endeka et al. (2020), which state that work-life balance does not have a significant effect on employee job satisfaction at PT. Hasjrat Abadi Kotamobagu Branch.

As an effort to create novelty between this research and previous research, there are differences in the research location, population size, and research sample, as well as adding one variable, namely work-life balance, to fill the gap in existing literature, because adding the work-life balance variable can provide a significant contribution to employee job satisfaction.

Based on the background of the problem and the explanation above, the researcher is interested in conducting further research on how career development, compensation, and work-life balance influence employee job satisfaction at PT MPT.

2. Theoretical framework and hypothesis

Human Resource Management

Sutrisno (2019:7) states that human resource management involves the planning, organizing, directing, and supervising of the procurement, development, compensation, integration, maintenance, and termination of employment, all aimed at achieving the goals of the company's organization in an integrated manner. Meanwhile, Ajabar (2020:5) states that human resource management is an activity aimed at triggering, improving, motivating, and maintaining good performance in an organization.

Career development

Nurbaya (2020:118) stated that the effectiveness of career development depends entirely on the manager's awareness in fulfilling his role and function within the context of career development, in an effort to satisfy the needs of the company's employees. Meanwhile,

Elbadiansyah (2019:131) stated that career development is a self-development activity to prepare an individual for the progress of a planned career path.

Compensation

Enny (2019:37) explains that compensation can be defined as a service reward given to employees as appreciation for their contributions and work to the company. The award can be in the form of direct or indirect finance. Meanwhile, Afandi (2021:191) states that compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services given to the company or organization.

Pragiwani, M., Lestari, E., & Alexandri, M.B. (2020) concluded that compensation is a binding tool for employees to contribute more to the company. Employees make sacrifices to the company through their work, and in return, the company provides compensation in the form of salary, bonuses, facilities, leave, awards, and allowances. This is a form of appreciation for employee contributions in carrying out their job responsibilities.

Work-life Balance

Rachmawati (2021:90-105) defines work-life balance as an individual's ability to meet the demands of work and personal life proportionally. She explains that work-life balance involves the effective management of time and energy, enabling employees to achieve satisfaction in both aspects. Meanwhile, Rahmah (2019:50-65) explains that work-life balance is a condition in which individuals can carry out roles in work and personal life without significant conflict. She emphasizes the importance of the organization's social support and flexibility policies to achieve this balance.

Nurisman, H., & Sampurna, D.S. (2020, April). Work-life balance is the ability to manage work and personal life demands effectively, which is essential for employee well-being and work effectiveness. Support from the work environment and flexibility policies play a significant role in achieving work-life balance.

Job Satisfaction

Job satisfaction encompasses various dimensions of an employee's experience in the workplace, including working conditions, compensation, relationships with supervisors and colleagues, and opportunities for career development (Supriyanto, 2020:215-230). It reflects the extent to which employees feel positive and fulfilled in their roles. According to Rachmawati (2021:120-135), job satisfaction is shaped by factors such as the work environment, salary structures, organizational policies, and interpersonal dynamics. High levels of job satisfaction are closely linked to improved performance and greater employee loyalty.

Further supporting this, RA Nisa, RHaholongan, Z Zulkarnaini, and J Harianto (2022) describe job satisfaction as a positive emotional state resulting from the alignment between an employee's needs, expectations, and personal values with their work experience. Key determinants include working conditions, interpersonal relationships, compensation, and career development opportunities.

Conceptual Framework of the Research

The conceptual framework of this study illustrates the theoretical and logical connections between the key variables under investigation. Based on the theoretical foundations discussed, it is proposed that career development influences employee job satisfaction. Similarly, compensation is expected to affect job satisfaction, as is work-life balance. These relationships form the basis of the research model, providing a precise flow for analyzing how each factor contributes to job satisfaction among employees.

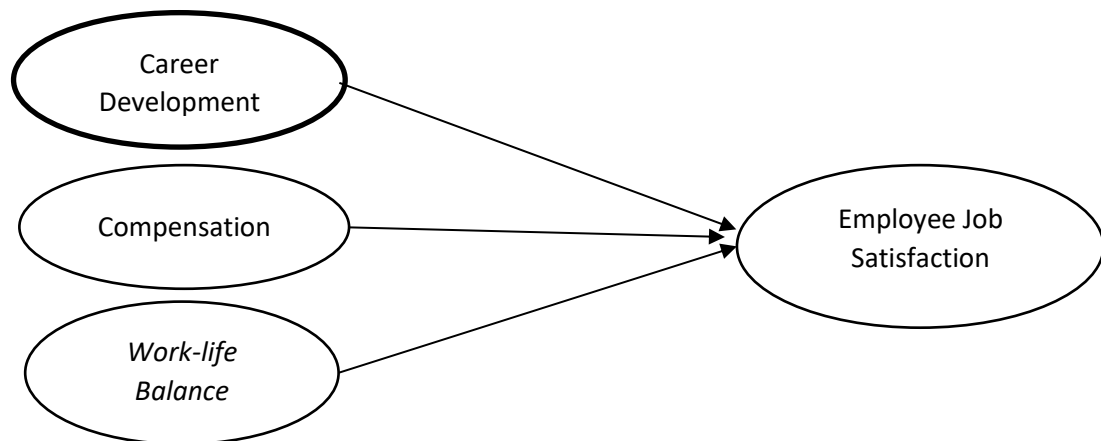


Figure 1. Conceptual Framework

A hypothesis is a tentative answer to the research problem that requires empirical verification (Sugiyono, 2019:99). Based on the theoretical framework and previous research findings discussed earlier, the following hypotheses are proposed:

H₁: Career development has a positive and significant effect on employee job satisfaction at PT MPT.

H₂: Compensation has a positive and significant effect on employee job satisfaction at PT MPT.

H₃: Work-life balance has a positive and significant effect on employee job satisfaction at PT MPT.

3. Methods

This study employs an associative research method to examine relationships between variables. Creswell (2023, pp. 339-341) defines associative research as an approach that identifies relationships between two or more variables without establishing causal relationships. Similarly, Hendryadi et al. (2019) describe associative research as focusing on identifying connection patterns among variables through statistical analysis. In this study, the associative method is used to analyze how career development, compensation, and work-life balance relate to job satisfaction, both partially and simultaneously. The survey method was used for data collection. According to Creswell (2023, pp. 169-174), survey research involves collecting numerical data about trends, attitudes, and opinions from a sample population.

Sample and procedures

Creswell's (2023, pp. 142-146) definition of a sample as a representative subset of a population, this study utilized a saturated sampling technique. This non-probability method involves selecting all members of the population as the sample, which is appropriate when the population is small and accessible (Creswell, 2023).

The study involved 132 employees of PT MPT. The respondents were predominantly male, with 101 employees (77%) and 31 females (23%). Most had completed high school or vocational education, totaling 112 employees (85%), followed by 17 bachelor's degree holders (13%), 2 D3 graduates (1%), and 1 S2 graduate (1%). In terms of departmental distribution, 92 employees (70%) worked in production, 29 (22%) in administration, 6 (4%) in sales/marketing, and 5 (4%) in the warehouse. Regarding tenure, 97 employees (73%) had 1–5 years of service, 25 (19%) had 5–10 years, and 10 (8%) had less than one year. Overall, the typical respondent is a male production employee with a high school or vocational education and 1–5 years of tenure.

Measurement

This study used a Likert scale to measure responses obtained through questionnaires. The Likert scale consists of statements reflecting favorable or unfavorable attitudes toward the research object (Sekaran & Bougie, 2017, p. 170). The questionnaire applied a 4-point scale,

A 4-point scale was chosen to minimize central tendency bias, where respondents tend to select middle options on odd-numbered scales, leading to less accurate results (Krosnick, 2018, pp. 439–455). The use of the Likert scale also allows qualitative responses to be converted into quantitative data, making analysis easier.

Data analysis technique

Ghozali and Latan (2020, pp. 1–2) explain that data analysis is a series of procedures used to process raw data into useful information for decision-making. This process includes data collection, cleaning, transformation, and the application of statistical techniques to interpret the results. Ghozali and Latan (2020, pp. 43–45) define Partial Least Squares (PLS) analysis as a structural modeling technique that integrates factor analysis and multiple regression. PLS is employed to test the relationship model between latent variables, which are measured through several indicators.

4. Results and discussion

Structural Model Evaluation (Inner Model)

The structural model evaluation shows that the R^2 value for job satisfaction is 0.803. This indicates that 80.3% of the variation in job satisfaction is explained by career development, compensation, and work-life balance. In comparison, the remaining 19.7% is influenced by other factors not included in this study. This R^2 value is considered strong, demonstrating a significant influence of these variables on employee job satisfaction at PT MPT. Furthermore, the Goodness of Fit (GoF) assessment using SRMR yielded a value of 0.051, which is below the threshold of 0.08, indicating that the PLS model has a perfect fit and is suitable for hypothesis testing.

Confirmatory factor analysis

To evaluate the measurement model, a confirmatory factor analysis was conducted to assess the validity and reliability of all constructs and indicators. The results of the factor loadings and Average Variance Extracted (AVE) for each construct are presented in Table 2.

Table 2. Convergent validity

Construct	Indicators	Loading Factor	AVE	Cronbach's Alpha	Information
Career Development	PK1	0.813	0.703	0.939	Valid & Reliable
	PK2	0.850			Valid
	PK3	0.863			Valid
	PK4	0.880			Valid
	PK5	0.811			Valid
	PK6	0.851			Valid
	PK7	0.827			Valid
	PK8	0.809			Valid
Compensation	K1	0.819	0.731	0.947	Valid & Reliable
	K2	0.849			Valid
	K3	0.845			Valid
	K4	0.830			Valid
	K5	0.893			Valid
	K6	0.897			Valid
	K7	0.843			Valid
	K8	0.860			Valid
Work-Life Balance	WLB1	0.900	0.788	0.946	Valid & Reliable
	WLB2	0.883			Valid
	WLB3	0.881			Valid
	WLB4	0.893			Valid
	WLB5	0.875			Valid
	WLB6	0.895			Valid
Job Satisfaction	KK1	0.820	0.715	0.950	Valid & Reliable
	KK2	0.787			Valid
	KK3	0.861			Valid
	KK4	0.859			Valid
	KK5	0.886			Valid
	KK6	0.846			Valid
	KK7	0.859			Valid
	KK8	0.853			Valid
	KK9	0.837			Valid
	KK10	0.820			Valid

Source: Processed data, 2024

The measurement model was evaluated by assessing the validity and reliability of all constructs and their indicators. Convergent validity was examined through factor loadings and Average

Variance Extracted (AVE), where indicators with loadings exceeding 0.70 and constructs with AVE values above 0.50 are considered valid. The results demonstrate that all indicators across the four constructs—Career Development, Compensation, Work-Life Balance, and Job Satisfaction—successfully met the convergent validity criteria. Specifically, the AVE values for Career Development (0.703), Compensation (0.731), Work-Life Balance (0.788), and Job Satisfaction (0.715) confirm strong construct validity.

Reliability was measured using Cronbach's Alpha, with a threshold of 0.70 indicating satisfactory internal consistency. All constructs exceeded this criterion, achieving excellent reliability scores: Career Development (0.939), Compensation (0.947), Work-Life Balance (0.946), and Job Satisfaction (0.950). These results verify that the indicators consistently and accurately measure their respective constructs.

For discriminant validity assessment using the Fornell-Larcker criterion, although the square root of AVE for each construct surpassed the minimum threshold of 0.50, several inter-construct correlations were notably high. Nevertheless, considering the robust evidence of convergent validity and reliability, the measurement model was deemed acceptable for subsequent analysis. However, caution should be exercised when interpreting relationships between highly correlated constructs.

Hypothesis testing

In this study, hypothesis testing was conducted using the bootstrapping method in the SmartPLS (Partial Least Squares) application. The bootstrapping procedure aims to reduce the effects of non-normality in the research data. The results of the bootstrapping analysis are presented in the Table 3.

Table 3. Coefficient results

Variable	Coefficient	T-Statistic	P-Value
Career Development → Job Satisfaction	0.038	0.378	0.706
Compensation → Job Satisfaction	0.364	2.564	0.011
Work-Life Balance → Job Satisfaction	0.516	3.227	0.001

Source: Primary Data Processed, 2024

Hypothesis testing in this study was conducted by examining the p-value and t-statistic, with the criteria for acceptance being a p-value < 0.050 and a t-statistic > 1.65. For the first hypothesis, career development was found to have a regression coefficient of 0.101, a t-statistic of 0.038, and a p-value of 0.706, indicating no significant effect on job satisfaction. Thus, H0 is accepted and H1 is rejected.

The second hypothesis showed that compensation has a positive and significant impact on job satisfaction, with a regression coefficient of 0.364, a t-statistic of 2.564, and a p-value of 0.011, leading to the acceptance of H2 and the rejection of H0. For the third hypothesis, work-life balance demonstrated a positive and significant influence on job satisfaction, with a regression coefficient of 0.516, a t-statistic of 3.227, and a p-value of 0.001, resulting in the acceptance of H3 and the rejection of H0. These results indicate that while career development does not significantly affect job satisfaction, both compensation and work-life balance play essential roles in influencing employee satisfaction at PT MPT.

Discussion

The influence of career development on job satisfaction

Based on the first hypothesis test, career development was found to have no significant effect on job satisfaction. Employees reported that short-term career planning and long-term career goals (statements PK1 and PK2) had the lowest scores, indicating that career development does not strongly influence their satisfaction. This is mainly because most employees work under fixed-term contracts, limiting opportunities for promotion or career advancement. These results align with Manao (2023), who found that career development did not significantly affect employee job satisfaction at PT. Sinex.

The effect of compensation on job satisfaction

The second hypothesis test shows that compensation has a significant positive effect on job satisfaction. The original sample value (O) was 0.364, with a t-statistic of 2.564 (> 1.96) and a p-value of 0.011 (< 0.05), confirming H2. Employees perceive compensation through salaries, incentives, and benefits such as THR, BPJS, and Jamsostek. Statement K8, regarding the provision of benefits, received the highest score, indicating that adequate compensation increases job satisfaction. These findings are consistent with Utomo and Santoso (2021) and Sompie (2019), who also reported that compensation significantly influences employee job satisfaction.

The influence of work-life balance on job satisfaction

The third hypothesis test indicates that work-life balance has a significant positive effect on job satisfaction. The original sample value (O) was 0.516, with a t-statistic of 3.227 (> 1.96) and a p-value of 0.001 (< 0.05), confirming H3. Employees reported that family support plays a significant role in maintaining work-life balance, as highlighted in statement WLB6, which received the highest score. Support from family provides comfort and security, enhancing employees' satisfaction at work. These findings align with Gonzales (2021) in Catalunya, Spain, and Shanta (2019) in Colombo, Sri Lanka, who found that work-life balance significantly affects job satisfaction in industrial and maritime sectors.

5. Conclusion

Career development does not always significantly influence employee job satisfaction, as seen among PT MPT employees who feel their career growth is limited by fixed-term work contracts. In contrast, compensation plays a significant role in determining job satisfaction, with employees valuing benefits such as holiday allowances (THR) and BPJS. Additionally, work-life balance significantly affects job satisfaction. Employees' comfort and peace of mind at work are strongly influenced by external factors, particularly family support, which contributes positively to their overall satisfaction in the workplace.

Suggestions

Based on the study results, it is suggested that the company implement programs to support both short- and long-term career goals. These programs should include skill development, certifications, project involvement, and opportunities for permanent employment or

promotions to motivate employees. The company should maintain existing benefits like health coverage and holiday allowances (THR) while considering enhancements, such as year-end bonuses or referrals to health facilities, to sustain employee satisfaction without affecting work quality. Additionally, to preserve and improve work-life balance, the company could organize annual family gatherings to strengthen family relationships and provide employees with a refreshing experience with their loved ones.

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