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

FINAL PROJECT

To Fulfill the Requirements for
Obtaining a Bachelor's Degree

MIRANDA ISTIKARANI
B1024211036

MANAGEMENT STUDY PROGRAM
FACULTY OF ECONOMICS & BUSINESS
UNIVERSITAS TANJUNGPURA
PONTIANAK
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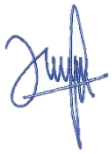
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THE ROLE OF CAREER DEVELOPMENT AND WORK-LIFE BALANCE ON JOB SATISFACTION THROUGH WORK ENGAGEMENT

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ABSTRAK

Penelitian ini menguji peran pengembangan karir dan keseimbangan kehidupan kerja terhadap kepuasan kerja pada tenaga kesehatan di Kubu Raya, Kalimantan Barat, dengan fokus pada keterlibatan kerja sebagai variabel mediasi. Dengan menggunakan pendekatan kuantitatif, data dikumpulkan dari 210 tenaga kesehatan melalui kuesioner terstruktur dan dianalisis dengan menggunakan Structural Equation Modeling (SEM) dan alat bantu AMOS untuk mengolah data. Penelitian ini menggunakan teknik purposive sampling dengan mempertimbangkan masa kerja sebagai salah satu kriteria dalam pengambilan sampel penelitian. Hasil dari penelitian ini menunjukkan bahwa pengembangan karir dan work-life balance memiliki pengaruh positif dan signifikan terhadap kepuasan kerja. Selain itu, penelitian ini berhasil menguji peran keterlibatan kerja dalam memediasi pengaruh tidak langsung dari pengembangan karir dan keseimbangan kehidupan kerja terhadap kepuasan kerja. Meskipun variabel work engagement dapat memediasi hubungan antara pengembangan karir dan kepuasan kerja, namun belum dapat memediasi hubungan antara work-life balance dan kepuasan kerja. Lebih lanjut, work engagement dalam penelitian ini juga berpengaruh positif dan signifikan terhadap kepuasan kerja. Hasil ini menggarisbawahi pentingnya mendorong peluang pertumbuhan karir dan mempromosikan lingkungan kehidupan kerja yang seimbang untuk meningkatkan kepuasan dan kinerja karyawan. Wawasan yang diperoleh dari penelitian ini menawarkan panduan yang berharga bagi organisasi layanan kesehatan dan pembuat kebijakan yang bertujuan untuk meningkatkan kesejahteraan tenaga kerja dan produktivitas organisasi.

Kata kunci: Pengembangan Karier; Manajemen Sumber Daya Manusia; Kepuasan Kerja; Keseimbangan Kehidupan Kerja; Keterlibatan Kerja.

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

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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 processed 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.*

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

RINGKASAN

1. Latar Belakang

Kesehatan merupakan faktor penting dalam kehidupan, terutama bagi tenaga kesehatan yang berperan dalam meningkatkan kualitas pelayanan kesehatan. Indonesia memiliki lebih dari 1,49 juta tenaga kesehatan (BPS, 2024), namun kualitas layanan kesehatan belum merata (Kemenkes, 2023). Oleh karena itu, meningkatkan kepuasan kerja tenaga kesehatan menjadi prioritas penting. Faktor-faktor seperti pengembangan karier dan keseimbangan kehidupan kerja terbukti memiliki dampak positif signifikan terhadap kepuasan kerja, baik secara individu maupun simultan. Pengembangan karier memberikan peluang untuk berkembang secara profesional, sedangkan keseimbangan kehidupan kerja membantu menjaga harmoni antara kehidupan pribadi dan pekerjaan. Penelitian ini bertujuan untuk mengkaji peran pengembangan karier dan keseimbangan kehidupan kerja terhadap kepuasan kerja dengan keterlibata kerja sebagai variabel mediasi, yang menjadi kebaruan dalam studi ini. Dengan menggunakan pendekatan kuantitatif, hasil penelitian ini diharapkan memberikan wawasan bagi Kementerian Kesehatan Indonesia dan organisasi kesehatan untuk meningkatkan kepuasan kerja dan kinerja tenaga kesehatan.

2. Tujuan Penelitian

a. Untuk menguji dan menganalisis pengaruh Pengembangan Karir terhadap Keterlibatan Kerja
b. Untuk menguji dan menganalisis pengaruh Keseimbangan Kehidupan Kerja terhadap Keterlibatan Kerja
c. Untuk menguji dan menganalisis pengaruh Pengembangan Karir terhadap Kepuasan Kerja
d. Untuk menguji dan menganalisis pengaruh Keseimbangan Kehidupan Kerja terhadap Kepuasan Kerja
e. Untuk menguji dan menganalisis pengaruh Keterlibatan Kerja terhadap Kepuasan Kerja
f. Untuk menguji dan menganalisis pengaruh Pengembangan Karir terhadap Kepuasan Kerja melalui Keterlibatan Kerja
g. Untuk menguji dan menganalisis pengaruh Keseimbangan Kehidupan Kerja terhadap Kepuasan Kerja melalui Keterlibatan Kerja

3. Metode Penelitian

Bentuk penelitian dengan menggunakan pendekatan kuantitatif, data dikumpulkan dari 210 tenaga kesehatan melalui kuesioner terstruktur dan dianalisis menggunakan Structural Equation Modeling (SEM) dan alat bantu AMOS untuk mengolah data. Penelitian ini menggunakan teknik purposive sampling dengan mempertimbangkan masa kerja sebagai salah satu kriteria dalam pengambilan

sampel penelitian. Hipotesis yang diajukan adalah : H1: Pengembangan Karir mempengaruhi Keterlibatan Kerja ; H2: Keseimbangan Kehidupan Kerja mempengaruhi Keterlibatan Kerja ; H3: Pengembangan Karir mempengaruhi Kepuasan Kerja ; H4: Keseimbangan Kehidupan Kerja mempengaruhi Kepuasan Kerja ; H5: Keterlibatan Kerja mempengaruhi Kepuasan Kerja ; H6: Pengembangan Karir mempengaruhi Kepuasan Kerja melalui Keterlibatan Kerja ; H7: Keseimbangan Kehidupan Kerja mempengaruhi Kepuasan Kerja melalui Keterlibatan Kerja.

4. Hasil dan Pembahasan

a. Pengembangan karir dan keterlibatan kerja memiliki hubungan yang baik dan signifikan. Nilai koefisien sebesar 0,653 dan nilai p-value kurang dari 0,05 mendukung hal ini. Temuan ini mengimplikasikan bahwa pengembangan karir yang baik dapat meningkatkan kepuasan kerja karyawan.
b. Kesimbangan kehidupan kerja dan keterlibatan kerja memiliki hubungan yang baik dan signifikan. Diperoleh nilai koefisien sebesar 0.145 dan nilai p-value sebesar 0.030 < 0.05. Hal ini menunjukkan adanya hubungan yang kuat dan positif antara keseimbangan kehidupan kerja dan keterlibatan kerja.
c. Pengembangan karir berpengaruh positif dan signifikan terhadap kepuasan kerja. Terlihat dari nilai p value di bawah 0,05 dan nilai koefisien 0,254. Hal ini berarti semakin baik pengembangan karir yang diberikan oleh perusahaan kepada karyawannya, maka semakin tinggi pula kepuasan kerja.
d. Keseimbangan kehidupan kerja berpengaruh positif dan signifikan terhadap kepuasan kerja. Diperoleh nilai p-value kurang dari 0,05 dan nilai koefisien sebesar 0,259. Temuan ini mengimplikasikan bahwa pekerja lebih cenderung puas dengan posisi mereka jika mereka percaya bahwa kehidupan pribadi dan profesional mereka seimbang.
e. Keterlibatan kerja dan kepuasan kerja memiliki hubungan yang baik dan signifikan. Diperoleh nilai p-value sebesar 0.008 < 0.05 dan nilai koefisien sebesar 0.186. Hal ini menunjukkan bahwa keterlibatan kerja memiliki dampak yang baik dan cukup besar terhadap kepuasan kerja.
f. Temuan uji Sobel untuk uji hipotesis menunjukkan nilai probabilitas dua sisi sebesar 0.011 dan nilai statistik uji Sobel sebesar 2.5321. Hal ini mengindikasikan bahwa keterlibatan kerja secara signifikan memediasi pengaruh pengembangan karir terhadap kepuasan kerja.
g. Keterlibatan kerja tidak mampu memediasi hubungan antara Keseimbangan kehidupan kerja dengan kepuasan kerja, dibuktikan dengan nilai probabilitas sebesar 0.093 yang berada di atas nilai alpha ($\alpha = 0.05$). Oleh karena itu, Hipotesis 7 dalam penelitian ini ditolak, karena hasil analisis data yang positif namun tidak signifikan

5. Kesimpulan dan Rekomendasi

Penelitian ini menemukan bahwa pengembangan karir, keseimbangan kehidupan kerja, dan keterlibatan kerja memiliki pengaruh positif terhadap kepuasan kerja tenaga kesehatan di Kubu Raya, Kalimantan Barat, Indonesia. Namun, meskipun keterlibatan kerja mampu memediasi hubungan antara pengembangan karier dan kepuasan kerja, variabel ini tidak memediasi hubungan antara keseimbangan kehidupan kerja dan kepuasan kerja. Hasil penelitian menekankan pentingnya pengembangan karir dan keseimbangan kehidupan kerja dalam meningkatkan keterlibatan kerja dan kepuasan kerja secara keseluruhan. Para pemangku kepentingan disarankan untuk memberikan perhatian lebih pada aspek-aspek ini guna meningkatkan kesejahteraan dan kinerja karyawan. Namun, penelitian ini memiliki keterbatasan pada cakupan wilayah dan sektor yang spesifik. Penelitian selanjutnya diharapkan dapat memperluas ukuran sampel serta menjajaki industri atau faktor lain yang memengaruhi kepuasan kerja untuk memberikan wawasan yang lebih luas dalam pengelolaan sumber daya manusia.

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

SUMMARY

1. Background

Health is a crucial aspect of life, especially for health workers who play a key role in improving the quality of healthcare services. Indonesia has over 1.49 million health workers (BPS, 2024), yet the quality of healthcare services remains unequal (Ministry of Health, 2023). Therefore, enhancing job satisfaction among health workers is a critical priority.Factors such as career development and work-life balance have been proven to significantly and positively impact job satisfaction, both individually and simultaneously. Career development provides opportunities for professional growth, while work-life balance ensures harmony between personal and professional lives. This study aims to examine the role of career development and work-life balance on job satisfaction with work engagement as a mediating variable, which represents a novel contribution to this area of research. By employing a quantitative approach, the findings of this study are expected to provide valuable insights for the Indonesian Ministry of Health and healthcare organizations in improving job satisfaction and performance among health workers.

2. Research Objective

a. To test and analyze the effect of Career Development on Work Engagement
b. To test and analyze the effect of Work-Life Balance on Work Engagement
c. To test and analyze the effect of Career Development on Job Satisfaction
d. To test and analyze the effect of Work-Life Balance on Job Satisfaction
e. To test and analyze the effect of Work Engagement on Job Satisfaction
f. To test and analyze the effect of Career Development on Job Satisfaction through Work Engagement
g. To test and analyze the effect of Work-Life Balance on Job Satisfaction through Work Engagement

3. Research Method

This study adopts a quantitative approach, with data collected from 210 healthcare workers using a structured questionnaire and analyzed using Structural Equation Modeling (SEM) with the aid of AMOS for data processing. The study employs a purposive sampling technique, considering work tenure as one of the criteria for sample selection. The proposed hypotheses are as follows : H1: Career Development affects Work Engagement ; H2: Work-Life Balance affects Work Engagement ; H3: Career Development affects Job Satisfaction ; H4: Work-Life Balance affects Job Satisfaction ; H5: Work Engagement affects Job Satisfaction ; H6: Career Development affects Job Satisfaction through Work Engagement ; H7: Work-Life Balance affects Job Satisfaction through Work Engagement

4. Result and Discussion

a. Career development and work engagement have a strong and significant relationship. This is supported by a coefficient value of 0.635 and a p-value of less than 0.05. These findings imply that effective career development can enhance employee job satisfaction.
b. Work-life balance and work engagement also have a strong and significant relationship, with a coefficient value of 0.145 and a p-value of 0.030 <
c. 0.05. This indicates a strong and positive relationship between work-life balance and work engagement.
d. Career development has a positive and significant effect on job satisfaction. This is evidenced by a p-value below 0.05 and a coefficient value of 0.254. This means that better career development provided by the company increases employee job satisfaction
e. Work-life balance has a positive and significant effect on job satisfaction. This is demonstrated by a p-value of less than 0.05 and a coefficient value of 0.259. These findings suggest that employees are more likely to be satisfied with their positions if they feel their personal and professional lives are balanced.
f. Work engagement and job satisfaction have a strong and significant relationship. The p-value is 0.008 < 0.05, and the coefficient value is 0.186. This shows that work engagement has a positive and substantial impact on job satisfaction.
g. The Sobel test results for hypothesis testing show a two-tailed probability value of 0.011 and a Sobel test statistic of 2.5321. This indicates that work engagement significantly mediates the influence of career development on job satisfaction.
h. Work engagement is unable to mediate the relationship between work-life balance and job satisfaction, as evidenced by a probability value of 0.093, which exceeds the alpha value ($\alpha = 0.05$). Therefore, Hypothesis 7 in this study is rejected, as the data analysis results are positive but not significant.

5. Conclusions

This study found that career development**,** work-life balance, and work engagement positively influence job satisfaction among healthcare workers in Kubu Raya, West Kalimantan, Indonesia. While work engagement mediates the relationship between career development and job satisfaction, it does not mediate the relationship between work-life balance and job satisfaction. The findings emphasize the importance of career development and work-life balance for enhancing work engagement and overall job satisfaction. Stakeholders are encouraged to prioritize these aspects to improve employee well-being and performance. However, the study is limited by its focus on a specific region and sector. Future research should expand the sample size and explore other industries or factors influencing job satisfaction to provide broader insights for strategic decision-making in human resource management.

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