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The effect of career development, work-life balance, and remuneration on employee job satisfaction: Evidence from the Badan Pendapatan Daerah (BAPENDA) of Tangerang Regency

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ABSTRACT

This study aims to examine the influence of career development, work-life balance, and remuneration on employee job satisfaction at the BAPENDA of Tangerang Regency. Employee job satisfaction serves as a crucial indicator of human resource management effectiveness, particularly in the public sector where optimal service delivery and professional conduct are essential. This study adopted a quantitative approach that utilized a causal-comparative design. Data were gathered using questionnaires distributed to 115 employees selected through proportional cluster random sampling. Analysis was performed using multiple linear regression in SPSS, including validity tests, reliability assessments, classical assumption tests, and partial t-tests. The results indicate that career development and remuneration exert positive and significant influences on employees job satisfaction, whereas work-life balance exhibits a significant negative effect. These results highlight the distinct contributions of each variable in shaping job satisfaction. Notably, the negative effect of work-life balance suggests that, within high-pressure public sector environments, work-life balance may reflect underlying role conflict rather than actual equilibrium. Therefore, strategic human resource management initiatives should not only optimize career development systems and remuneration schemes, but also address structural workload issues to effectively enhance employee job satisfaction.

Keywords: career development, work-life balance, remuneration, job satisfaction, public sector

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RESEARCH & PUBLISHING



1. INTRODUCTION

Employee job satisfaction plays a crucial role in enhancing organizational effectiveness, particularly in public sector institutions responsible for delivering public services. High levels of job satisfaction are associated with improved employee performance, commitment, and service quality, whereas dissatisfaction may lead to decreased productivity, absenteeism, and turnover intention (Judge et al., 2001). In public sector organizations, such as regional revenue agencies, employees often face high administrative demands, strict performance targets, and bureaucratic pressures. These conditions may influence employees' work experiences and ultimately affect their job satisfaction. Therefore, understanding the key factors that contribute to job satisfaction in such institutions is increasingly important.

According to the Job Demands-Resources Theory, employee job satisfaction is influenced by the balance between job demands and available resources, including career development, work-life balance, and remuneration (Bakker & Demerouti, 2007). Career development reflects organizational efforts to support employees' professional growth through training opportunities, clear career paths, and equitable promotion systems. Career growth has been shown to strengthen employees' positive attitudes toward the organization by supporting goal progress, professional ability development, promotion opportunities, and remuneration growth (Weng et al., 2010). Work-life balance refers to the ability of employees to manage work responsibilities alongside personal and family needs, and previous research has found that work-life balance is positively related to job satisfaction, life satisfaction, and mental health (Haar et al., 2014). Remuneration encompasses both financial and non-financial rewards received in exchange for employees' contributions, and pay satisfaction has been linked to important organizational outcomes, including performance and turnover intention (Currall et al., 2005). These factors are widely recognized as important determinants of employee job satisfaction.

Preliminary research conducted on 21 employees at BAPENDA Tangerang Regency revealed disparities in satisfaction levels across these variables. The findings indicate that remuneration tends to have a relatively higher satisfaction score than career development and work-life balance. This imbalance suggests the presence of underlying organizational issues that may influence employees' perceptions and overall job satisfaction, particularly regarding workload, career progression, and work-life integration. Although previous studies have examined the relationship between career development, work-life balance, and remuneration on job satisfaction, most have predominantly focused on private sector organizations, leaving public sector institutions, particularly regional revenue agencies, relatively underexplored. Furthermore, prior research has reported inconsistent findings regarding the effect of work-life balance on job satisfaction, indicating the need for further investigation. Therefore, this study provides new insights by examining these relationships within the context of a regional government institution characterized by high administrative demand and performance pressure.

BAPENDA Tangerang Regency represents a relevant setting for this study because of its strategic role in managing regional revenue under increasing administrative and performance pressures. These conditions may create unique challenges for employees in maintaining job satisfaction, particularly in balancing work demands and personal well-being. Therefore, this study aims to examine the effects of career development, work-life balance, and remuneration on employee job satisfaction at BAPENDA Tangerang Regency. The findings are expected to contribute to the existing literature on human resource management in the public sector and provide practical insights for policymakers to improve employee satisfaction and organizational performance.

This study not only examines these relationships but also critically evaluates whether commonly accepted assumptions, particularly regarding work-life balance, are true within high-demand public sector contexts.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Career Development and Job Satisfaction

Career development is a systematic and ongoing process that enables employees to improve their skills, competencies, and professional pathways within an organization. It encompasses career planning, training initiatives, mentoring programs, and equitable promotional opportunities. When organizations proactively support career development, employees gain clearer insights into their future roles and experience greater organizational backing, which cultivates favorable attitudes toward their work.

Theoretically, this dynamic is illuminated by the Social Exchange Theory (Homans, 1958), which posits that social relationships are built upon reciprocal exchanges. Employees who receive career development support from their organization are more likely to respond with positive attitudes, including higher levels of job satisfaction. Robbins and Judge (2009) reinforce this by noting that growth opportunities bolster employees' feelings of accomplishment, purpose, and job fulfillment.

Substantial empirical research has validated this theoretical foundation. Fatmala et al. (2022) demonstrated that career development markedly enhances job satisfaction in public sector roles. Comparable results emerged from Fitriannisa and Suryalena (2024) in a state-owned enterprise setting and Violinda and Shelena (2023) among civil servants, affirming the consistency of this association across diverse contexts. These investigations collectively reveal that employees with clear career trajectories and development prospects exhibit elevated job satisfaction levels.

H1: Career development significantly and positively influences employee job satisfaction.

2.2. Work-Life Balance and Job Satisfaction

Work-life balance refers to an individual's ability to effectively manage work responsibilities alongside personal and family commitments, thereby minimizing role conflicts (Fisher et al., 2009). A well-maintained balance between work and personal life is generally associated with improved psychological well-being, reduced stress levels, and more positive job attitudes.

The relationship between work-life balance and job satisfaction is supported by Role Conflict Theory (Greenhaus & Beutell, 2013), which posits that incompatible demands between work and personal roles can lead to stress and negatively affect employee well-being. Conversely, when employees can maintain balance across these domains, they are more likely to experience higher job satisfaction. Fisher et al. (2009) further emphasized that reduced role conflict enhances individuals' perceived control and satisfaction. Empirical studies have also demonstrated a positive relationship between work and life balance and job satisfaction in various organizational contexts, including public sector institutions (Asari, 2022). However, in high-demand work environments, work-life balance may also be associated with role conflict when work pressures dominate personal time, potentially leading to different empirical outcomes. Therefore, although this study hypothesizes a positive relationship, the direction of the effect may vary depending on the dominance of the work-life conflict over enrichment.

H2: Work-life balance exerts a significant positive influence on employee job satisfaction.

2.3. Remuneration and Job Satisfaction

Remuneration includes all financial and non-financial rewards provided to employees for their contributions, such as salaries, bonuses, allowances, and benefits (Milkovich & Newman, 2002). Beyond mere financial compensation, an effective remuneration system signals organizational acknowledgment, equity, and the valuation of employee efforts.

This connection is firmly rooted in Equity Theory (Adams, 1963), which maintains that employees evaluate fairness by comparing their inputs and rewards relative to others. Perceived equitable remuneration enhances satisfaction, while Social Exchange Theory (Homans, 1958) further elucidates that appropriate compensation elicits reciprocal positive responses, including greater job satisfaction.

Empirical research has consistently corroborated these theoretical principles. Apriliani and Hidayah (2020) established the direct and significant impact of remuneration on job satisfaction among healthcare

staff and confirmed the parallel effects in public sector administrative roles. These investigations highlight that transparent, consistent, and fair remuneration systems are pivotal in fostering employee satisfaction. **H3:** Remuneration has a significant positive influence on employee job satisfaction.

3. METHODOLOGY

3.1. Research Framework

This study employs a quantitative research approach to examine the effects of career development, work-life balance, and remuneration on employee job satisfaction. A causal-comparative design was adopted to identify cause-and-effect relationships between independent variables (career development, work-life balance, and remuneration) and the dependent variable (employee job satisfaction) without manipulating the research setting.

A survey method was used to collect primary data through structured questionnaires, enabling the objective measurement of employees' perceptions. This approach is appropriate for hypothesis testing and statistical analysis of the relationships among variables.

3.2. Population and Sample

The population of this study consisted of all employees of BAPENDA Tangerang Regency, totaling approximately 120 individuals, including civil servants, contract employees, and outsourced staff. This population was selected because of its direct relevance to the variables under investigation.

The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 92 respondents. A proportional cluster random sampling technique was employed to ensure that each department within the organization was represented proportionally. This technique enhanced the representativeness of the sample and reduced sampling bias, thereby improving the generalizability of the findings. The sample size consisted of 115 respondents, representing the population using a proportional cluster-random sampling technique.

3.3. Data Collection Method

Primary data were collected using a structured questionnaire distributed through offline (direct distribution) and online platforms (Google Forms). This dual approach was implemented to increase the response rate and ensure broader accessibility among respondents.

The questionnaire consisted of two main sections: demographic information and measurement items related to the research variables. All variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), which is widely used in social science research to capture respondents' perceptions in a standardized way. All item responses were aggregated using mean scores to represent each construct, ensuring comparability between variables.

3.4. Measurement and Instrument Development

The measurement instruments were developed based on established theories and prior empirical studies to ensure their construct validity. Career development was measured using 12 items covering career planning, self-development, guidance, and promotion opportunities. These dimensions reflect both the structural and psychological aspects of career growth within organizations. Sample items include "The organization provides clear career paths" and "I receive adequate training opportunities to improve my competencies."

Work-life balance was measured using 16 items based on Fisher et al. (2009), encompassing four dimensions: work interference with personal life (WIPL), personal life interference with work (PLIW), work enhancement of personal life (WEPL), and personal life enhancement of work (PLEW). These dimensions allow for a comprehensive assessment of both conflict and enrichment between work and one's personal life. Sample items include "My job reduces the time I can spend on personal life" and "My personal life supports my performance at work."

Remuneration was measured using 16 items adapted from [Milkovich and Newman \(2002\)](#), including salary fairness, incentives and bonuses, benefits and facilities, and transparency of the compensation system. These indicators capture employees’ perceptions of the fairness and adequacy of compensation. Sample items include “My salary is fair compared to my workload” and “The compensation system is implemented transparently.”

Employee job satisfaction was measured using 12 items based on [Robbins and Judge \(2009\)](#), including job characteristics, compensation satisfaction, work environment, and interpersonal relationships. These dimensions represent the intrinsic and extrinsic aspects of job satisfaction. Sample items include “I feel satisfied with my current job” and “I have a good working relationship with my colleagues.”

3.5. Validity and Reliability

To ensure the quality of the measurement instruments, validity and reliability tests were conducted before hypothesis testing. Validity testing was performed using Pearson Product-Moment correlation, where all items showed significant correlations with their respective constructs ($p < 0.05$), indicating that the instruments accurately measured the intended variables.

Reliability testing was conducted using Cronbach’s alpha. All variables demonstrated alpha values above 0.80, indicating a high level of internal consistency and confirming that the instruments were reliable for further analysis.

3.6. Data Analysis Technique

Data were analyzed using the Statistical Package for the Social Sciences (SPSS). The analysis included both descriptive and inferential statistical techniques. Descriptive analysis was used to summarize the respondent characteristics and provide an overview of the response distributions. Prior to the regression analysis, classical assumption tests, including normality, multicollinearity, and heteroskedasticity, were conducted to ensure that the data met the requirements for linear regression.

Multiple linear regression analysis was employed to examine the effects of career development, work-life balance, and remuneration on employees job satisfaction. The regression model is formulated as follows.

$$Y = \beta_0 + \beta_1 \chi_1 + \beta_2 \chi_2 + \beta_3 \chi_3 + \varepsilon$$

- Y = Job Satisfaction
- β_0 = Constant
- $\beta_1, \beta_2, \beta_3$ = Regression Coefficients
- X₁ = Career Development
- X₂ = Work-Life Balance
- X₃ = Remuneration
- ε = Error Term

All statistical analyses were conducted using the SPSS software, a widely recognized standard in social science research for its accuracy and dependability in data management. Hypothesis testing encompassed t-tests for partial effects, F-tests for simultaneous effects, and the coefficient of determination to assess the model’s explanatory power (see [Table 1](#)).

Table 1. Table of Operational Definitions

Variable	Definition	Dimensions	Source
Career Development (X ₁)	A systematic process that enables employees to understand, improve, and develop their abilities and competencies to	Career planning, self-development, career guidance, and promotion opportunities.	Handoko (2001)

	achieve career advancement is called career development.		
Work-Life Balance (X2)	An individual's capability to harmonize work requirements with responsibilities in their personal life.	Work interference with personal life (WIPL), personal life interference with work (PLIW), work enhancement of personal life (WEPL), and personal life enhancement of work (PLEW).	Fisher (2009)
Remuneration (X3)	A reward system provided by the organization to employees in return for their work contributions includes financial and non-financial compensation.	Basic salary, bonuses and incentives, benefits and facilities, fairness, and transparency.	Milkovich (2002)
Job Satisfaction (Y)	A pleasurable affective state that reflects a person's judgment of their job and the experiences they have at work.	Challenging work, fair rewards, supportive work environment, and interpersonal relationships.	Robbins (2017)

Source: Previous Literature

4. RESULTS AND DISCUSSION

4.1. Instrument Validity and Reliability

Instrument validity was assessed using the Pearson Product-Moment correlation with a critical r -value of 0.2393 ($df = 113, \alpha = 0.05$). All measurement items for Career Development, Work-Life Balance, Remuneration, and Employee Job Satisfaction demonstrated correlation coefficients exceeding the threshold and significance levels below 0.05, indicating that all items were valid and capable of accurately measuring their respective constructs.

Reliability testing was conducted using Cronbach's alpha, with all variables exceeding the minimum threshold of 0.70, thereby confirming strong internal consistency. These results indicate that the measurement instruments are valid and reliable, allowing for further statistical analysis.

4.2. Classical Assumption Tests

Prior to hypothesis testing, classical assumption tests were conducted to ensure the appropriateness of the regression models. The normality test indicated that the residuals were normally distributed, as evidenced by a significance value greater than 0.05. Multicollinearity testing showed tolerance values above 0.10 and Variance Inflation Factor (VIF) values below 10, indicating no multicollinearity among the independent variables. Additionally, the heteroscedasticity test revealed no discernible patterns in the residual distribution, confirming homoscedasticity. These results demonstrate that the data met the necessary assumptions for multiple linear regression analysis, ensuring the robustness of the model estimation.

4.3. Hypothesis Testing and Interpretation

4.3.1. Career Development and Job Satisfaction

The results indicate that Career Development has a positive and significant effect on Employee Job Satisfaction ($t = 7.328; p < 0.05$). This finding suggests that employees who perceive clear career paths, access to training opportunities, and fair promotion systems experience higher job satisfaction.

This relationship can be explained by the Social Exchange Theory, which posits that employees respond positively when organizations invest in their professional growth. Career development initiatives signal organizational support, fostering a sense of value, security, and long-term commitment, which, in turn, strengthens positive work attitudes.

In the context of BAPENDA Tangerang Regency, although career progression is formally regulated within a bureaucratic system, the perceived availability of development opportunities remains a critical determinant of employee's satisfaction. Employees who recognize clear prospects for advancement and skill enhancement tend to feel more motivated and valued in their organizations.

Beyond merely confirming prior findings (Fatmala et al., 2022; Fitriannisa & Suryalena, 2024; Violinda & Shelena, 2023), this result highlights important contextual nuances. In public sector institutions, career development may not only function as a mechanism for professional growth but also as a source of psychological insecurity. The structured nature of career systems can reduce uncertainty regarding future prospects, thereby reinforcing employees' stability and satisfaction. This suggests that career development in the public sector extends beyond motivation, encompassing elements of assurance and institutional trust.

4.3.2. Work-Life Balance and Job Satisfaction

The findings reveal that Work-Life Balance has a negative and significant effect on Employee Job Satisfaction ($t = -3.161$; $p < 0.05$). This indicates that higher levels of work-life imbalance, particularly in the form of work interference with personal life, are associated with lower levels of job satisfaction. At first glance, this result appears inconsistent with the dominant literature, which generally assumes a positive relationship between work and life balance and job satisfaction.

However, this unexpected finding provides deeper insights when interpreted within the organizational context of BAPENDA Tangerang Regency. As a public sector institution characterized by high administrative demands, strict performance targets, and continuous service responsibilities, employees are likely to experience substantial role-related pressure. Under such conditions, what is conceptually defined as "work-life balance" may not reflect an actual equilibrium but rather an ongoing struggle to manage competing demands.

From a theoretical perspective, this finding aligns with Role Conflict Theory, which suggests that incompatible demands between work and personal roles generate stress and negatively affect individual well-being. In this study, the dominance of work interference over enrichment dimensions indicates that employees experience work-life balance as a work-life conflict. Consequently, increased awareness of imbalance may correspond to heightened stress levels, emotional exhaustion, and reduced job satisfaction.

This finding challenges the commonly accepted assumption that work-life balance universally enhances job satisfaction. Instead, it suggests that the meaning and impact of work-life balance are highly context dependent. In high-pressure public sector environments, efforts to maintain balance may emerge as a response to an excessive workload rather than a naturally achieved state of well-being.

The institutional culture further reinforces this dynamic. Norms emphasizing responsibility, service delivery, and performance achievement may implicitly prioritize work over personal life, making it difficult for employees to achieve a genuine balance. Consequently, work-life balance in this context may function less as a supportive resource and more as an indicator of underlying strain.

This interpretation is supported by prior studies (Asari, 2022; Habibi et al., 2024), which indicate that in high-demand environments, work-life balance can have adverse effects when role conflict becomes dominant. Therefore, this study contributes to the literature by demonstrating that the relationship between work and life balance and job satisfaction is not universally positive but contingent upon organizational conditions and workload intensity.

This raises an important question regarding whether the construct of work-life balance, as commonly measured, adequately captures the lived experiences of employees in high-demand public sector environments.

4.3.3. Remuneration and Job Satisfaction

The results further indicate that remuneration has a positive and significant effect on Employee Job Satisfaction ($t = 6.763$; $p < 0.05$). This suggests that employees who perceive their compensation as fair, transparent, and adequate are more likely to experience greater job satisfaction. This relationship can be explained by the Equity Theory, which posits that employees evaluate fairness by comparing their contributions with the rewards they receive. When compensation is perceived as equitable, employees develop positive attitudes toward their jobs.

Additionally, Social Exchange Theory suggests that fair remuneration represents organizational recognition of employee contributions, which fosters a sense of appreciation and encourages reciprocal

positive attitudes. In the context of BAPENDA Tangerang Regency, remuneration functions not only as an economic reward but also as a symbolic form of organizational recognition.

Beyond confirming prior research (Apriliani & Hidayah, 2020), this finding highlights that public sector remuneration plays a dual role: as both a financial instrument and a mechanism for reinforcing perceived fairness and institutional legitimacy. Given the standardized nature of compensation systems in public organizations, transparency and consistency are critical in shaping employee satisfaction. This suggests that employees do not merely respond to the amount of compensation but also to how fairly and clearly it is administered.

4.4. Coefficient of Determination

The coefficient of determination (Adjusted R^2) obtained in this study is 0.906, indicating that 90.6% of the variance in Employee Job Satisfaction can be explained by Career Development, Work-Life Balance, and Remuneration. This suggests that the model has a strong explanatory power.

This high explanatory value indicates that the selected variables are highly relevant in explaining employee satisfaction within the organizational context of BAPENDA Tangerang Regency. However, the remaining 9.4% may be influenced by other factors not included in this study, such as leadership style, organizational culture, and work environment dynamics. Therefore, future research should explore additional variables to provide a more comprehensive understanding of employee job satisfaction.

Although the R^2 value is relatively high, indicating strong explanatory power, it may also suggest that the independent variables capture aspects of employee perceptions that are closely related. Therefore, caution is required when interpreting the model, as overlapping constructs may inflate its explanatory power. This suggests that employee job satisfaction in this context is strongly structured by formal organizational factors rather than being influenced primarily by individual or psychological variables. This may also indicate the possibility of model overfitting or high interrelatedness among variables, which should be considered when interpreting the results.

5. CONCLUSION

This study concludes that career development and remuneration have positive and significant effects on employee job satisfaction, while work-life balance has a negative and significant effect within the context of BAPENDA Tangerang Regency. These findings indicate that employee satisfaction is influenced not only by organizational support and rewards but also by the nature of work demands and institutional conditions of the workplace.

The negative relationship between work-life balance and job satisfaction represents a key contribution of this study, suggesting that in high-demand public sector environments, work-life balance may function as an indicator of role conflict rather than of well-being. This highlights the importance of considering the organizational context when interpreting commonly accepted theoretical relationships.

However, these findings should be interpreted cautiously, particularly regarding the unexpected negative effect of work-life balance, which may be context-specific and influenced by organizational pressures rather than representing a generalizable relationship between the variables. Thus, the findings emphasize that theoretical relationships in human resource management should not be assumed to be universally applicable but must be interpreted within specific organizational and institutional contexts.

5.1. Practical Implications

From a managerial perspective, the findings suggest that organizations should strengthen structured career development programs and maintain fair and transparent remuneration systems to enhance employees' satisfaction. Simultaneously, efforts to improve work-life balance should not be limited to policy provisions alone but must address underlying workload and organizational pressures.

In public sector institutions such as BAPENDA, management should consider implementing workload redistribution, flexible work arrangements, and supportive organizational cultures to reduce role conflict and improve employee well-being.

5.2. Theoretical Implications

This study contributes to the human resource management literature by demonstrating that the relationship between work and life balance and job satisfaction is not universally positive. It provides empirical evidence that contextual factors, particularly organizational pressure and institutional culture, can alter the direction of this relationship between the two.

5.3. Limitations and Future Research

This study has several limitations. First, the sample was limited to a single public sector institution, which may restrict the generalizability of the findings to other organizational contexts. Second, the use of a cross-sectional design limits the ability to observe changes over time and establish stronger causal relationships. Third, reliance on self-reported questionnaire data may introduce response bias.

Future research should explore these relationships in different sectors, incorporate longitudinal designs, and examine additional variables such as organizational culture, leadership style, and job stress to provide a more comprehensive understanding of employee job satisfaction.

Ethical Approval

This research bypassed formal institutional review board approval, as it comprised a non-clinical inquiry reliant on anonymous questionnaires. It adhered to established ethical norms, upholding participant autonomy, voluntary involvement, confidentiality and data security. No sensitive personal information was collected, and the participants faced no associated risks.

Informed Consent Statement

Researchers briefed all participants on the study's objectives before data collection commenced. Involvement remained fully voluntary, with informed consent secured from each respondent prior to questionnaire completion. Respondents were assured of response anonymity, confidentiality, and exclusive academic use.

Authors' Contributions

MRLT and NEP contributed to the study's conceptualization and methodology. MRLT was responsible for data collection, data processing, formal analysis, and the preparation of the original draft. NEP and FA contributed to writing, reviewing, editing, validation, academic supervision, and critical review of the manuscript. All authors have read and approved the final version of the manuscript.

Disclosure Statement

The authors declare no conflicts of interest related to the publication of this manuscript.

Data Availability Statement

The data generated and analyzed in this study can be obtained from the corresponding author upon reasonable requests. These data are not publicly available because of institutional confidentiality policies and ethical considerations.

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Notes on Contributors

Meilyasih Rohana Lumban Toruan

Meilyasih Rohana Lumban Toruan is a researcher in the field of human resource management, with academic interests focused on employee satisfaction, career development, work-life balance, and remuneration systems. Her research emphasizes quantitative analysis to examine organizational behavior and employee performance in public-sector institutions. This article is based on her undergraduate thesis and represents her primary contribution as the lead researcher and first author.

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Narti Eka Putri is an academic and researcher specializing in human resource management and organizational studies. Her scholarly interests include employee development, compensation management and workplace well-being. In this study, she contributed to conceptual guidance, methodological development, academic supervision, and critical review of the manuscript to ensure theoretical and empirical rigor.

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Ferdian Agustiana is an academic with research interests in management and organizational analysis, particularly in the areas of employee performance and human capital development. His contributions to this study include the validation of the research framework, critical evaluation of the analysis, and review of the manuscript to strengthen its academic quality and clarity.

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