

The Impact of Career Development on Employee Job Satisfaction and Work Life Balance as a Mediator at PT. Telkom Indonesia (Persero) Bengkulu Area

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Abstract—The purpose of this study is to to examine the effect of work life balance on employee job satisfaction and mediating effect of career development between work life balance and job satisfaction at PT. Telkom Indonesia (Persero) Bengkulu Area. Data is collected using primary source, and collected through questionnaires. The data collection a total of 74 questionnaires are distributed among the employees of PT Telkom Indonesia (Persero).The data is analyzed using PLS. The findings suggest that career development and work life balance has a significant effect on employee job satisfaction, and career development have full mediated between work life balance and job satisfaction. This research can be beneficial for the PT Telkom to improve their policies about job satisfaction, work enhancement of personal life, and personal life enhancement of work life balance and career development. This research can be utilized as a light for PT Telkom to pay attention to such factors, because their benefits are not only for employees but can have benefit in the long run especially in maintain work force of the institution.

Keywords: *work life balance, career development, job satisfaction*

I. INTRODUCTION

The development of world technology has now entered the era of Society 5.0. In this era digital technology was applied and centered on human life. Society adopts all technologies, ranging from artificial intelligence, big data, the use of the Internet of Things (IoT), to drones to meet human needs in everyday life. Through the 5.0 community, artificial intelligence will transform big data collected through the internet in all areas of life (the Internet of Things) and is dedicated to increasing human ability to open up humanitarian opportunities. In practice, the conveniences offered in this era through the help of artificial intelligence can have an impact on humans themselves. The prosperity of the Society 5.0 system will provide a change in the field of work where much human labor will be replaced by Artificial Intelligence (AI) personnel. In this era, human resources will be increasingly less employed or potentially eliminated. This

contrasts with the goal of Society 5.0, which is to achieve a forward-looking society whose members respect each other, and a society where everyone can lead an active and pleasant life and give satisfaction to each individual. Each individual has a different level of satisfaction in accordance with the value system that applies to him.

Job satisfaction is defined as the attitude and emotional response to various aspects of one's work [1]. Job satisfaction can be realized when there are pleasant conditions or emotionally positive that comes from a person's assessment of his work or work experience [2]. Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction [3] Job Satisfaction refers to the employee's general attitude towards his job. Job satisfaction is used to describe how individual content is with his or her job. Many organizations develop training programs and benefits packages to develop loyal employees. Longer employees work for the organization, more valuable the employees become [5]. Every organization tries to create satisfied work force to operate the well being of the organization because satisfied workers extend more effort to job performance [5]. Job satisfaction can be influenced by several variables, one of the variables that influences is work life balance [3], [4], [5], [6].

Work life balance means that employees can freely use flexible work hours to balance work for their work with other commitments such as family, hobbies, arts, studies and not just focus on their work. The core of the work life balance program is a concept of moral intelligence and motivation that will create a balance in work, self-management, self-motivation and responsibility so as to create a better quality of life [7]. Work life balance is explained as the ability of each individual to find a rhythm that will give employees the opportunity to combine work responsibilities and responsibilities outside of work, activities and aspirations regardless of age and gender boundaries [8]. Work life balance can affect job satisfaction, better productivity,

increased retention, employee loyalty, involvement, commitment and support a culture of high performance. Companies encouraging use of work life balance policies to accommodate non-work activities in other life domains achieve better motivation from staff, reduced absenteeism rates and face lower recruitment and training costs in the organizational life cycle [9]. Work-life with its variables has the effective relationship with career development [10]. Work life balance involves setting proper priorities between life (happiness, free time, family and spiritual development) on one side and work (career and ambition) on the other [10].

Careers have been defined as a series of positions related to work occupied by a person throughout his life [11]. For this reason there is a need for career planning and development in order to help companies attract and maintain high performance in their employees [12]. Some experts conclude that career development is a process undertaken by companies to develop the capabilities of their employees through the provision of activities by developing the needs of each individual [13]. Career effect on job satisfaction [14] found that there was a positive relationship between career development and employee job satisfaction. Employees are satisfied with the career development activities offered at their organizations, impacting on corporations becoming more competitive so employees become more aware of their career development.

Many studies have been conducted to find the effect of work life balance on job satisfaction and the influence of career development on job satisfaction. But it is very few have examined the effect of work life balance on job satisfaction with career development as a mediating variable. In the era of society 5.0 it is important to know the important role of work life balance and career development that aims to increase employee job satisfaction.

Many studies have been conducted to find the effect of work life balance on job satisfaction and the influence of career development on job satisfaction. But very few have examined the effect of work life balance on job satisfaction with career development as a mediating variable. In the era of society 5.0 it is important to know the important role of work life balance and career development that aims to increase employee job satisfaction.

The emergence of the era of society 5.0, where companies adopt all technologies to achieve company goals efficiently, are expected to provide new insights on the career development of employees and their work life balance and affect job satisfaction of employees within the company.

Specifically, this study helps determine the effect of work life balance and career development on employee job satisfaction and the effect of work life balance on employee job satisfaction mediated by career development on employees of PT. Telkom Indonesia (Persero) Bengkulu Area. PT TELKOM provides telecommunications and information services and facilities to the wider community. The office are provide various customer services, namely the submission telecommunication internet networks, indie home, television cable networks and telephone network installations. This office receives complaints if there are problems with the customer's telecommunications network. Telkom provides services to customers in less than 24 hours, that can lead to an imbalance of work life and job satisfaction

II. LITERATURE REVIEW

A. Job Satisfaction

Job satisfaction is a positive feeling about one's work that is the result of an evaluation of its characteristics [15]. Every organization tries to create satisfied work force to operate the well being of the organization because satisfied workers extend more effort to job performance [5]. Job satisfaction is carried out using measurements which include; job satisfaction, satisfaction with salary, satisfaction with promotional opportunities, satisfaction with supervision, and satisfaction with colleagues [15]

Work life balance is a person's ability to balance work demands with personal and family needs, which is an important factor for each employee, so that employees have a balanced quality of life in dealing with their family and balanced at work [16]. Job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. Job satisfaction has been the focus of several studies and numerous factors are identified as antecedents of job satisfaction in the literature. One of the important antecedents of job satisfaction is work-life balance [18]. Work life balance affects employee job satisfaction [3], [4], [5], [6].

B. Work Life Balance and Job Satisfaction

Work life balance is a person's ability to balance work demands with personal and family needs, which is an important factor for each employee, so that employees have a balanced quality of life in dealing with their family and balanced at work [16]. Job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. *Job satisfaction has been the focus of several studies and numerous factors are identified as antecedents of job satisfaction in the literature. One of the important antecedents of job satisfaction is work-life balance [18]. Work life balance affects employee job satisfaction [3], [4], [5], [6].*

Family is an important part of life, however whether workers have a family, they may hold other important roles and responsibilities (e.g., volunteer activities) that impact their experiences of work / nonwork interference and enhancement [19]. Work life balance can be measured using measurements [19] which include 18 items across four dimensions: work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work.

Work life balance may hold the key to greater job and life satisfaction, and it has important implications for organizations that should make sure to assess their employees' work life balance in addition to decrease their work – life conflict [4]. Therefore the hypothesize as:

H1: Work-life balance is positively related to job satisfaction

C. Work life balance and Career Development

Career can be described as a series of positions occupied by an individual throughout his or her lifespan [17]. Career development is the process of improving the ability of individual work in order to achieve the desired career. The career development aims at matching individual goals with available career opportunities within the company for now and for the future [20]. Career planning is

an ongoing process where employees explore their abilities, plan accordingly and then create work successes and achieve their goals. Career development involves being aware of personal goals, values, organizational goals and it involves continuously learning new things, applying new knowledge and taking advantages of opportunities and also taking risks in order to make your organization more effective and productive and also achieving personal and organizational goals . The purpose of career development is to enhance employees' current performance, take advantage of future jobs and to fulfill their career goals [14]. Career development can be measured through career planning, individual career development, career development supported by the department, and the role of feedback to employees [21].

The relationship between career development and job satisfaction is that individuals who want their careers to develop must work as much as possible, namely by showing good job satisfaction. Meanwhile, the leadership as a party that facilitates the career development of employees should be able to provide a clear career development path in order to achieve organizational goals and employee career development activities is very important in efforts to increase employee job satisfaction. The hypothesis as:

H2: Work Life Balance affects Career Development.

D. Job Satisfaction and Career Development

The emergence of job satisfaction among others is driven by factors of career development which is progressing well. Career development in an organization is one of the objects of important perception, so that it can give influence to attitudes and behaviors of employees as well as their emotional conditions. If an employee has a good perception on the implementation of career development, it can provide a positive impact on the emergency of job satisfaction [20]. The career development, have several purposes which are: (a) increasing the satisfaction of workers specific development needs. (b) improving performance, within the meaning of the work itself mostly influences on career development, (c) increasing workers loyalty and motivation, and (d) identifying training and development needs [22]. The researchers analyze that career development practices have influencing the job satisfaction of the employees [23]. The hypothesis proposed is:

H3: Career Development influences Job Satisfaction

E. Work Life Balance, Job Satisfaction and mediation in Career Development.

From the literature that has been stated previously, in this study attempts to analyze the effect of work life balance on job satisfaction mediated by career development variables. This is a must to do to ensure that employees who can balance work life and personal life and their families will think to plan their career development and career development. On the contrary, employees who are not in harmony between their work lives and personal lives will not have enough time to think about their careers. Thus the hypothesis proposed as:

H4: Work Life Balance influences Job Satisfaction mediated by Development.

III. RESEARCH METHOD

The data used in this study are primary data, with the method of data collection using a closed questionnaire by selecting one answer that fits. The answer uses a Likert scale with five scale from strongly disagree to strongly agree. The population chosen in this study comprises are everyone employed at PT. Telkom Indonesia (Persero) Area Bengkulu. The sampling method in this study was purposive sampling. Samples taken are Telkom permanent employees and a minimum service period of 2 years. A total of 74 employees who represent all company staffs were sought after to participate in the survey and at the end. All respondents returned usable questionnaire.

Data analysis method in this study uses SEM (Structural Equation Modeling) using PLS (Partial Least Square) program which consists of three components including, structural model (inner model), measurement model (outer model) and weighting scheme (weight relation).

IV. RESULT

A. Respondents Demographic Profile

Through demographic data, the key attributes of the respondents can be determined, and among the key attributes include education, gender, and years of experience, all of which, are basic information of the respondents. The key attributes of the respondents in PT Telkom Indonesia Bengkulu area are presented in Table 1

Table I. Demographic data for respondents	Frequency	Percentage %
Gender		
Male	46	62,16%
Female	28	37,83%
Education		
High School	39	62,70%
Bachelor's Degree	23	31,8%
Masters Degree	12	16,21%
Experience		
2 - 5 years	12	16,21 %
5 - 10years	31	41,89 %
10 - 15 years	16	21,62 %
15 years and above	15	20,27 %
Age		
20-35 years	34	45,94%
20-35 years	28	37,83%
46-55 years	12	16,21%

B. Structural Model Design

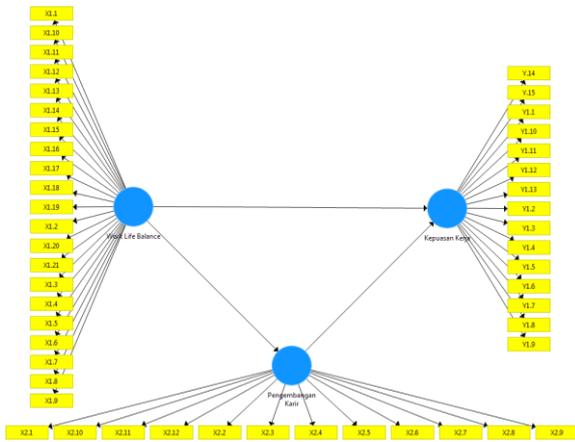


Figure 1: Designing the Research Model

C. Evaluation of the Measurement Model (Outer Loading)

• Test Validity

The validity test on PLS shows how well the results obtained from the use of a measurement in accordance with the theories used to define a construct (Hartono, 2008). Construct validity consists of convergent validity consisting of convergent validity and discriminant validity.

• Convergent validity.

Convergent validity in PLS includes outer loading which is considered significant if loading > 0.6. the higher the factor loading value, the more important the role of loading will be in interpreting the factor matrix. Outer loading values in this study can be seen in the following Outer Loading in Table II:

Table II: Outer Loading	Work Life Balance	Career Development	Job Satisfaction
X1.1	0,730		
X1.2	0,914		
X1.3	0,932		
X1.5	0,724		
X1.6	0,821		
X2.3		0,873	
X2.4		0,922	
X2.7		0,627	
X2.9		0,835	
X2.10		0,885	
Y1.1			0,756
Y1.2			0,760
Y1.3			0,617
Y1.4			0,862
Y1.5			0,727
Y1.6			0,670
Y1.7			0,695
Y1.8			0,858
Y1.9			0,729
Y1.10			0,634
Y1.11			0,662
Y1.12			0,648
Y1.13			0,830
Y1.14			0,692

In this study, there are several outer loading values that do not meet the rule of thumb, where the indicator can be said to be valid if the outer loading value is > 0.7. Indicators that have been declared invalid include; X1.4, X1.7 - X1.21, X2.2, X2.5, X2.6, X2.8, X2.11, X2.12, and Y1.15. Therefore, these indicators do not meet the criteria and must be deleted. Indicators that can be analyzed further in this study indicate an outer loading value > 0.7, but there is still an outer loading value that indicates a value > 0.6 and can still be said to be valid (Hair et al., 2004).

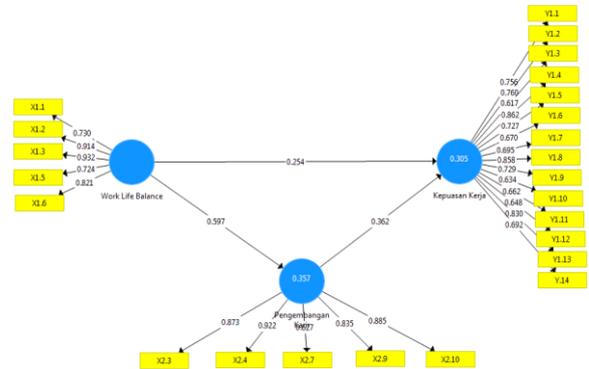


Figure 2: Output Calculate Algorithm

• Discriminant Validity

Discriminant validity in PLS is assessed based on the results of the cross loading value. At cross loading, the intended construct value must be greater than the loading value with other constructs so that the indicator is considered to be truly valid to measure the latent variable that is represented discriminately. The cross loading value in this study can be seen in the following Cross Loading Table III:

Tabel III. Cross Loading	Work Life Balance	Career Development	Job Satisfaction
X1.1	0,730	0,288	0,226
X1.2	0,914	0,478	0,409
X1.3	0,932	0,502	0,415
X1.5	0,724	0,435	0,277
X1.6	0,821	0,620	0,511
X2.3	0,460	0,873	0,421
X2.4	0,599	0,922	0,524
X2.7	0,270	0,627	0,263
X2.9	0,467	0,835	0,418
X2.10	0,606	0,885	0,462
Y1.1	0,534	0,453	0,756
Y1.2	0,285	0,262	0,760
Y1.3	0,161	0,158	0,617
Y1.4	0,497	0,524	0,862
Y1.5	0,195	0,176	0,727
Y1.6	0,274	0,146	0,670
Y1.7	0,287	0,526	0,695
Y1.8	0,430	0,569	0,858
Y1.9	0,342	0,292	0,729
Y1.10	0,196	0,274	0,634
Y1.11	0,237	0,108	0,662
Y1.12	0,253	0,390	0,648
Y1.13	0,405	0,453	0,830
Y1.14	0,299	0,238	0,692

Based on the cross loading value, each indicator of each latent variable has a loading value that is higher than the value of loading to other latent variables. This shows that the discriminant validity value owned by each latent variable is good.

- Reliability Test

Reliability testing in PLS can use two methods, namely Cronbach's Alpha and Composite Reliability. Rule of thumb alpha value and composite reliability must be greater than 0.7, although still 0.6 is still acceptable (Hair et al., 2008). The results of the construct reliability test can be seen in the following Cronbach's Alpha and Composite Reliability Tables:

<i>Table IV: Cronbach's Alpha and Composite Reliability</i>	Cronbach's Alpha	Composite Reliability	
Work Life Balance (X1)	0,934	0,916	Reliable
Career Development (X2)	0,889	0,919	Reliable
Job Satisfaction (Y1)	0,934	0,940	Reliable

Based on the results of the reliability test conducted, it is known that the independent and dependent constructs meet the reliable criteria as indicated by the large value of Cronbach's alpha and composite reliability of each variable is > 0.7. So, it can be said that the indicators in this study can build a variable model reliably.

D. Evaluation of the Structural Model (Inner Model)

The R-square value is used to measure the level of variation in the dependent variable changes. The higher the R-square value means the better the prediction model from the proposed research model. The R-square value in this study can be seen as follows:

<i>Table V: R-sqaure Dependen Construct</i>	<i>R-square</i>
Career Development	0,357
Job Satisfaction	0,305

This study uses two variables that are influenced by other variables, namely Career Development and Job Satisfaction variables that can be influenced by the Work Life Balance variable. The results of this study indicate the R-square value for the Career Development variable obtained by 0.357, which means that 35.7% of the Career Development variable can be influenced by Work Life Balance, while 64.3% is influenced by other variables. While the R-square value on the Job Satisfaction variable was obtained at 0.305, which means that 30.5% of the Job Satisfaction variable could be influenced by the Work Life Balance and Career Development variables, while 69.5% was influenced by other variables.

<i>Table VI Hypothesis Testing Using Bootstrapping</i>	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T-Statistics	P-Values
WLB-JS	0,470	0,521	0,123	3,824	0,000
WLB-CD	0,597	0,612	0,098	6,079	0,000
PK-JS	0,362	0,401	0,139	2,594	0,010
WLB-CD-JS	0,216	0,244	0,097	2,238	0,027

In PLS testing every hypothesized relationship is performed using the bootstrap method. To assess the level of significance in hypothesis testing, the path coefficient score shown from the T-statistics between the independent variable and the dependent variable, must be above 1.96 in the two-way hypothesis for testing at alpha 5% (Hair et al., 2010).

H1: Work Life Balance affects Job Satisfaction

From the results of data processing it is known that the hypothesis proposed in this study is proven. In other words, there is a positive and significant effect between work life balance on job satisfaction. This can be seen from the t-statistic value greater than the t-table value (1.96) from the calculation of the algorithm that is equal to 3.824. This result is also evidenced by p-values of 0,000 or p-values ,00.05 (alpha 5%). This means that the higher the level of work life balance, the higher the level of employee job satisfaction. This supports Kim's research (2014) which found that Work Life Balance affects Job Satisfaction at PT. Telkom Indonesia (Persero) Bengkulu Area.

H2: Work Life Balance affects Career Development

From the results of data processing it is known that the hypothesis proposed in this study is proven. In other words, there is a positive and significant effect between work life balance on career development. This can be seen from the t-statistic value greater than the t-table value (1.96) from the calculation of the algorithm that is equal to 6.079. This result is also evidenced by p-values of 0,000 or p-values ,00.05 (alpha 5%). This means that the higher the level of work life balance, the higher the level career development. at PT. Telkom Indonesia (Persero) Bengkulu Area.

H3: Career Development influences Job Satisfaction

From the results of data processing it is known that the hypothesis proposed in this study is proven. In other words, there is a positive and significant influence between career development on job satisfaction. This can be seen from the t-statistic value greater than the t-table value (1.96) from the calculation of the algorithm that is equal to 2.594. This result was also proved by p-values of 0.010 or p-values ,00.05 (alpha 5%). This means that the higher the level of career development, the higher the level of employee job satisfaction. This research is supported by research Kaswan (2011) who found that Career Development affects the Job Satisfaction of Employees at PT. Telkom Indonesia (Persero) Bengkulu Area.

H4: Work Life Balance influences Job Satisfaction mediated by Career Development.

From the results of data processing it is known that the hypothesis proposed in this study is proven. In other words, there is a positive and significant effect between work life balance on job satisfaction mediated by career development. This can be seen from the t-statistic value greater than the t-table value (1.96) from the calculation of specific indirect effects which is 2,238. This result was also proved by p-values of 0.010 or p-values ,00.05 (alpha 5%). This shows that Career Development mediates the influence between Work Life Balance on Job Satisfaction. T-statistic value greater than t-table (2.238 > 1.96) indicates that the Career Development variable mediates full mediating the effect of Work Life Balance on Employee Satisfaction at PT. Telkom Indonesia (Persero) Bengkulu Area.

V. DISCUSSION AND CONCLUSION

The results of testing the validity of the data, it is show that all indicators on the dimensions of work interference with personal life and personal life interference with work are invalid. This shows that the employee has absolutely no disruption of work related to personal life and does not have personal life disruption caused by his work. From the results of data processing, it is obtained that the hypothesis proposed in the study can be accepted, namely there is a positive and significant effect between work life balance, on job satisfaction. This means that the better the work life balance, and the career development that is applied, it will increase employee job satisfaction.

There is a positive and significant effect between work life balance on career development. This means that the higher the level of work life balance, the higher the level career development at PT. Telkom Indonesia (Persero) Bengkulu Area.

Based on research results, it is known that career development has a positive and significant effect on job satisfaction. It is meaning that career development can increase the level of employee job satisfaction. From the responses of respondents, the highest average is in the dimensions of individual career development with nd the lowest average score is in the career planning.

There is a positive and significant effect between work life balance on job satisfaction mediated by career development. It indicates that the career development variable mediates full mediating the effect of work life balance on employee satisfaction at PT. Telkom Indonesia (Persero) Bengkulu Area.

VI. LIMITATIONS AND FUTURE RESEARCH

- The target population of this research was only the employees of university of Gujrat so; the scope of this research is limited.
- The sample was collected from specific geographical areas so it was difficult to generalize the result
- This study had chosen at PT. Telkom Indonesia Bengkulu. The study population and the problem with this organization is differ in terms of business execution as opposed to other bodies. Hence, it is suggested that future work would look at other types of organization or industry in exploring work life balance, career

development and job satisfaction as to improve generalizability.

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