

# The Effect of Career Development and Job Satisfaction on Employee Retention at CV. Sido Hidup Makmur

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## Abstract

High turnover in the manufacturing sector remains a major challenge for companies, including CV. Sido Hidup Makmur operating in a competitive industrial landscape. This study investigates the influence of career development on employee retention, with job satisfaction as a mediator and work-life balance as a moderator. A quantitative approach using SEM-PLS was applied to data collected from 68 employees. The findings reveal that career development significantly and positively impacts both job satisfaction and employee retention. Moreover, job satisfaction mediates the relationship between career development and retention, while work-life balance strengthens the effect of career development on job satisfaction. The R-square value of 0.683 indicates that the combination of these variables substantially explains employee retention. The study's implications highlight the importance of providing clear career paths, supportive work environments, and policies that enable work-life balance, thereby increasing employee loyalty and reducing turnover in the long term.

**Keywords:** Career Development, Job Satisfaction, Employee Retention, Work-Life Balance.

## A. INTRODUCTION

In recent years, employees in the Indonesian manufacturing sector have faced significant challenges related to job satisfaction and employee retention. One prominent phenomenon is the high turnover rate, which is largely influenced by limited career development opportunities, job satisfaction, and less than optimal work-life balance. A PwC survey (2023) noted that 75% of employees in Indonesia are satisfied with their jobs, a figure higher than the Asia Pacific average of 57%. However, research focusing on employee satisfaction and retention factors in the manufacturing industry is still minimal, so further research is needed to understand how factors such as career development, work-life balance, and recognition influence employees' decisions to stay or leave a company. The workforce turnover rate in Indonesia has continued to increase in recent years. In 2020, employee turnover was recorded at 15.8% and showed an upward trend. One of the main factors driving this phenomenon is the lack of career development opportunities, which causes employees to feel stagnant in their jobs. In addition, work-life balance is becoming an aspect that employees are increasingly paying attention to in choosing and maintaining jobs. A recent study shows that 43% of workers in Indonesia prioritize work-life balance as the main factor in choosing a job. Meanwhile, data from the International Labor Organization (ILO, 2024) revealed that although the average working hours in Indonesia are 40 hours per week, around 22% of workers work more than 49 hours per week, which is categorized as excessive working limit. High workloads without flexibility and support for work-life balance can reduce job satisfaction and increase the risk of turnover. On the other hand, the manufacturing sector remains one of the sectors with the largest contribution to labor absorption in Indonesia. In 2024, the manufacturing industry

absorbed 1,082,998 new workers, although in the same period 48,345 workers were laid off (PHK) across all economic sectors. This data indicates that although the manufacturing sector continues to grow and open up new job opportunities, the challenge of retaining the workforce is still an issue that needs attention. To improve employee retention, companies need to implement more sustainable strategies, such as providing clear career development opportunities, creating a work environment that supports employee well-being, and designing flexible policies to improve work-life balance. With these steps, companies can increase employee job satisfaction and loyalty, thereby reducing turnover rates in the long term.

According to research by Nugroho & Pranata (2022), structured career development, including training and skills enhancement programs, contributes significantly to employee loyalty. A study by Putra et al. (2024) found that 60% of employees in the manufacturing industry in Karawang considered career development opportunities as a major factor in their decision to stay. If the organization fails to provide a clear career path, employees tend to look for other opportunities, which results in an increase in turnover of up to 45% (Qanit Naufan Zakaria et al., 2024).

In addition to career development, job satisfaction also plays a role in employees' decisions to stay or leave the company. Job satisfaction is not only influenced by compensation, but also by a supportive work environment and recognition of employee contributions. Suhairi & Nurbaiti's study (2024) shows that effective career training and development can increase employee engagement by up to 30%, leading to increased organizational productivity. Employees who feel valued and have the opportunity to develop are more likely to remain committed to the company. Work-life balance is also a factor that is increasingly being considered by the modern workforce, especially in the manufacturing industry which often demands long working hours and high production pressure. Hassan et al. (2022) found that a good work-life balance can significantly reduce employees' intention to change jobs, because they feel they can manage their work and personal lives better. A study by Media Indonesia (2024) revealed that more and more workers in Indonesia consider work-life balance as the main factor in choosing a job, even more important than compensation.

Although various studies have discussed the factors that influence job satisfaction and employee retention in general, studies that specifically focus on the manufacturing sector are still limited. In fact, this industry has unique characteristics that distinguish it from other sectors, such as more rigid work patterns, high productivity demands, and the dominance of contract systems that make job stability more vulnerable. In addition, with the increasing turnover trend in the manufacturing industry, a deeper understanding is needed regarding the factors that make employees stay or choose to leave their jobs. Aspects such as career development opportunities, job satisfaction, and work-life balance have been widely mentioned in various studies as factors of employee loyalty. However, the extent to which these factors play a role in the context of the manufacturing industry in Indonesia has not been comprehensively studied. The lack of specific research in this area means that manufacturing companies still face major challenges in developing effective employee retention strategies. Therefore, this study seeks to fill the research gap by exploring more deeply how factors such as career development, work-life balance, and recognition of employee contributions influence their decisions to stay or move jobs in the manufacturing sector. By delving deeper into the relationship between these factors, this study is expected to provide clearer insights for companies in designing policies that not only increase job satisfaction but also strengthen employee loyalty in the long term. In addition, this study can also provide academic contributions by enriching discussions on employment dynamics in the manufacturing sector, which have so far received less attention in previous studies. The results of this study can be a reference for policy makers and industry players in creating a more sustainable work environment, as well as helping companies develop human resource management strategies that are more adaptive to the needs of the modern workforce.

## **B. LITERATURE REVIEW**

### **Value Precept Theory**

Two-Factor Theory, introduced by Frederick Herzberg, states that job satisfaction and dissatisfaction are influenced by two different groups of factors, namely motivational factors and hygiene factors (Robbins & Judge, 2019). Motivational factors include intrinsic aspects of work that drive individuals to achieve job satisfaction, such as achievement, recognition, challenges in work, responsibility, and career development opportunities. On the other hand, hygiene factors include external aspects such as salary, company policies, supervision, work relationships, and work environment conditions (Ivancevich, Konopaske, & Matteson, 2018). If hygiene factors are not met, employees will experience dissatisfaction, but their presence does not necessarily increase job

satisfaction (Luthans, 2011). Thus, job satisfaction can only be increased through motivational factors that affect the psychological aspects of individuals at work.

The concept of duality of job satisfaction in the Two-Factor Theory provides important insights into understanding how employees evaluate their jobs. For example, an employee who earns a high salary but does not get recognition for his achievements can still feel dissatisfied. On the other hand, an employee who has opportunities for career development and increased responsibility can feel satisfied even though his salary is relatively low. Several studies in the field of organizational behavior support this theory, showing that motivational factors are more correlated with increasing job satisfaction, while hygiene factors are more related to preventing job dissatisfaction (Greenberg & Baron, 2010). However, in some specific industry contexts, hygiene factors such as organizational policies and compensation systems still have a significant influence on job satisfaction, especially in sectors with high labor competition (Gibson, Ivancevich, Donnelly, & Konopaske, 2012). In human resource management practices, the Two-Factor Theory has implications that organizations must manage job satisfaction and dissatisfaction separately. Companies cannot simply focus on hygiene factors such as salary increases or improvements in work facilities to improve overall employee satisfaction. Instead, organizations need to develop systems that encourage intrinsic motivation, such as providing career opportunities, recognizing individual achievements, and creating a challenging and meaningful work environment for employees (Newstrom, 2015). This approach can increase employee retention, productivity, and organizational commitment in the long term (George & Jones, 2020). Therefore, job satisfaction management strategies must reflect a balance between fulfilling basic needs (hygiene factors) and creating work motivation (motivational factors).

### **Job Embeddedness Theory**

Job Embeddedness Theory explains that employees' decisions to stay in an organization are not only influenced by job satisfaction, but also by factors that bind individuals to their workplace (Colquitt, LePine, & Wesson, 2019). This theory consists of three main elements: fit, links, and sacrifice (Kinicki & Fugate, 2021). Fit refers to the match between an individual's values, skills, and goals with the culture and job demands of the organization (McShane & Von Glinow, 2021). Links describe the social and professional connections that employees have with their coworkers and community, which further strengthens their attachment to the organization (Hitt, Miller, & Colella, 2018). Meanwhile, sacrifice refers to the potential losses that employees will experience if they leave their jobs, such as the loss of benefits, status, or established social relationships (Noe, Hollenbeck, Gerhart, & Wright, 2021). Thus, this theory highlights that employees' decisions to stay are not only based on job satisfaction, but also external factors that bind them to the organizational environment.

The concept of embeddedness in Job Embeddedness Theory provides important insights into how employees retain their jobs despite job dissatisfaction. An employee may stay with an organization because they have strong working relationships with coworkers or receive benefits that are difficult to find elsewhere (Griffin, Phillips, & Gully, 2020). Research in organizational behavior shows that job embeddedness is negatively related to turnover intention, meaning that the higher the level of embeddedness in an organization, the less likely they are to leave their job (Gibson, Ivancevich, Donnelly, & Konopaske, 2020). Several studies have also found that in some industries, job embeddedness is a stronger predictor of employee retention than job satisfaction itself (Mondy & Martocchio, 2016).

However, in a dynamic work environment, the effect of job embeddedness on retention can be weakened if the organization does not provide adequate career development strategies (Nelson & Quick, 2020). In practice, Job Embeddedness Theory has implications that organizations need to manage the factors that bind employees to the company to increase retention. Strategies such as ongoing career development, creating a work environment that supports social engagement, and providing valuable incentives for employees can increase their level of embeddedness in the organization (Mathis, Jackson, Valentine, & Meglich, 2020). In the context of this study, career development can increase fit with the organization, strengthen links through professional networks, and increase sacrifice by offering greater long-term benefits if employees stay. In addition, work-life balance also plays a role in strengthening job embeddedness, because employees who have a good work-life balance are more likely to feel attached to the organization (Landy & Conte, 2019). Therefore, an effective employee retention strategy must reflect a balance between increasing job satisfaction and creating deeper attachment to the organization.

### **Work-Family Conflict Theory**

Work-Family Conflict Theory explains how work demands and family responsibilities can conflict, creating conflict that negatively impacts individual well-being and organizational performance (Colquitt, LePine, & Wesson, 2019). This conflict occurs when pressures in one domain (work or family) interfere with role fulfillment in the other domain. Work-to-family conflict (WFC) occurs when work demands prevent individuals from fulfilling family obligations, while family-to-work conflict (FWC) occurs when family responsibilities interfere with job performance (McShane & Von Glinow, 2021).

Work-family imbalance has broad negative impacts on job satisfaction, psychological well-being, and employee retention. Employees who frequently work overtime or have inflexible work schedules may struggle to fulfill family roles, which can increase stress and decrease work engagement (Robbins & Judge, 2022). Several studies have found that work-family conflict is negatively related to job satisfaction and psychological well-being, and contributes to increased intention to leave the organization (Gibson, Ivancevich, Donnelly, & Konopaske, 2020). In addition, individuals who experience high levels of work-family conflict tend to have higher levels of burnout and lower job performance (Kinicki & Fugate, 2021). However, organizations can reduce the negative impact of this conflict through organizational support, such as work flexibility policies, work-family balance programs, and supportive work environments (Noe, Hollenbeck, Gerhart, & Wright, 2021). In human resource management practices, Work-Family Conflict Theory has implications that organizations need to manage the balance between employee work and personal life demands to increase job satisfaction and retention. In the context of this study, work-life balance as a moderating variable can strengthen the relationship between job satisfaction and employee retention. When organizations provide policies that support work-family balance, such as flexible work hours, parental leave, and social support at work, employees are more likely to stay with the organization and have higher levels of job satisfaction (Hitt, Miller, & Colella, 2018). Therefore, employee retention strategies should reflect an approach that supports work-life balance to increase productivity and well-being in the long run (Mathis, Jackson, Valentine, & Megllich, 2020).

### **Career Development**

Career development is a process that involves planning and managing an individual's professional journey to achieve goals and job satisfaction. According to Frede & Ohlrich (2023), career development includes two main aspects: career planning, which is the process by which individuals identify and take steps to achieve their career goals, and career management, which is the process by which organizations select, assess, assign, and develop employees to meet future needs. Sulaeman et al. (2023) emphasize that career development is a process and activity that prepares employees for future roles in an organization or company. Furthermore, Chen & Waglay (2024) state that career development can be enhanced through various strategies, such as training and skills development, providing access to career resources, and organizational support in creating a work environment that encourages individual growth.

### **Job Satisfaction**

Job satisfaction is a concept that reflects an individual's emotional state and perception of their work. According to Nanjundeswaraswamy (2021), job satisfaction is an individual's assessment of how much they enjoy their work. This definition is in line with the views of Hilton et al. (2021) which states that job satisfaction is an employee's cognitive and emotional reaction to their work. Furthermore, Beuren et al. (2021) defines job satisfaction as a positive emotional state felt by employees in carrying out their duties. According to Çalışkan and Köroğlu (2023), job satisfaction is an important factor in determining employee productivity and retention in an organization. They emphasize that job satisfaction is influenced by various aspects, such as the work environment, organizational policies, work-life balance, and opportunities for development. Their study also shows that employees who feel appreciated and highly involved in their work tend to have higher levels of job satisfaction.

### **Work-Life Balance**

Work-life balance is a concept that describes the balance between the demands of a person's work and personal life. According to Siratirakul et al. (2022), work-life balance is defined as an individual's ability to balance professional and personal responsibilities effectively, so that both do not interfere with each other. This definition is in line with the views of Abdul Jalil et al. (2023), which states that work-life balance is a state in which work demands and personal responsibilities—both emotional, behavioral, and personal—are in harmonious balance. They found that individuals who are able to

effectively manage work and personal life demands tend to have higher levels of job satisfaction and better mental well-being.

### **Employee Retention**

Employee retention is a strategic effort made by organizations to retain quality employees to continue working in the long term. According to Suhendar (2021), employee retention is a management technique used to keep employees in the company. Employee retention is a strategic effort made by organizations to retain quality employees to continue contributing in the long term. According to (Hassan et al., 2022), employee retention is a process that involves employees to remain loyal to the organization for a certain period of time or until the completion of the project. Furthermore, according to Osaremwindi et al. (2024), employee retention is the ability of an organization to retain its employees to continue working in the long term, which is influenced by factors such as commitment to the organization, satisfaction with management, development opportunities, and compensation and benefits received, where organizations with good retention strategies tend to have low turnover rates and a more loyal workforce.

### **Career Development on Employee Retention**

Career development is one of the main factors that influence employee retention in an organization. When employees see opportunities for development, whether through training, promotion, or mentoring, they tend to have a stronger attachment to the company and are reluctant to look for opportunities elsewhere (Nugroho & Pranata, 2022). A study conducted by Erdogan and Bauer (2021) showed that the fit between individuals and their jobs, which is strengthened by career development programs, not only increases job satisfaction but also strengthens loyalty to the organization. In addition, research by Putri et al. (2023) found that companies that have a systematic career development strategy can significantly reduce turnover rates by increasing employee engagement. This is in line with Herzberg's two-factor theory, where motivational aspects such as achievement and recognition, which are often obtained through career development, play an important role in increasing employee retention (Herzberg, 2020). Therefore, organizations that actively provide clear career development paths will be better able to retain their employees in the long term.

Furthermore, research by Dartey-Baah and Amoako (2021) confirms that employees who feel supported in their career development will be more enthusiastic in carrying out their duties and have higher involvement in the company's goals. A study by Santoso and Wijaya (2022) also shows that organizations that provide continuous skills development and training opportunities can increase employee affective commitment, which ultimately has an impact on increasing retention. In addition, recent research by Rahmawati et al. (2024) confirms that lack of clarity in career paths is one of the main causes of increased intention to leave the organization. When companies invest in career development, employees will feel valued and have a clearer future in the organization, thereby reducing their tendency to look for job opportunities elsewhere (Sulaiman et al., 2023). Thus, it can be concluded that effective career development plays a significant role in reducing turnover rates and increasing employee retention. Therefore, the hypothesis that can be formed is:

H1: Career development (X) has a positive and significant effect on employee retention (Y).

### **Career Development on Job Satisfaction**

Previous studies have proven a positive and significant relationship between Career Development and Job Satisfaction (Mohamed et al., 2023; Suhairi & Nurbaiti, 2024a; Febrianti & SE, 2020). Good Career Development includes several main elements, such as career planning, training and skills development, and mentoring programs (Nava-de Jesus & Almari, 2019). When organizations provide opportunities for employees to develop skills and achieve higher career levels, job satisfaction levels tend to increase because employees feel valued and have clearer future prospects in the organization (Putra et al., 2024b). A study conducted by Nguyen (2020) confirmed that companies that have an effective Career Development strategy can increase work motivation and employee satisfaction through a sense of achievement and professional recognition.

Job Satisfaction is influenced by various factors, one of which is the availability of a systematic Career Development program (Hassan et al., 2022; Elsafty & Oraby, 2022). A work environment that supports professional growth will increase employee engagement and strengthen loyalty to the organization (Suhairi & Nurbaiti, 2024b). In addition, research by Sulaeman et al. (2023) shows that employees who see clear career opportunities in the organization tend to have higher levels of job satisfaction compared to those who feel they have no prospects for self-development. Thus, it can be

concluded that Career Development has a positive and significant effect on Job Satisfaction. Therefore, the hypothesis that can be formed is:

H2: Career Development (X) has a positive and significant effect on Job Satisfaction (M)

### **Job Satisfaction on Employee Retention**

Employee retention is a challenge for organizations in maintaining workforce stability. One of the main factors that influences retention is the level of employee job satisfaction. Job Embeddedness Theory (Mitchell et al., 2001) explains that employees who are satisfied with their jobs will be more emotionally and socially attached to the organization, thereby reducing their tendency to seek job opportunities elsewhere. Job satisfaction reflects the extent to which employees feel valued, have a good work-life balance, and receive support from the organization (Solahudin et al., 2024). When these aspects are met, employees tend to be more loyal to the company and have a higher level of commitment to organizational goals (Tran, 2021). Research conducted by Diana et al. (2021) shows that job satisfaction has a close relationship with employee retention, where satisfied employees tend to have higher loyalty to the organization. Haryadi (2022) added that aspects of job satisfaction, such as fair compensation and a conducive work environment, play a role in reducing employee turnover rates. Meanwhile, Insan & Masmarulan (2021) emphasized that high job satisfaction can increase employees' emotional attachment to the organization, thereby reducing their desire to look for work elsewhere.

In line with these findings, previous studies have also emphasized that job satisfaction plays an important role in reducing employee turnover rates (Santoso & Soehari, 2020). A study conducted by Abdullahi et al. (2021) revealed that employees who feel their work environment supports professional growth and well-being are more likely to stay in the organization in the long term. Conversely, job dissatisfaction is often associated with increased intentions to leave, especially when employees feel underappreciated or do not have clear career development opportunities (Diana et al., 2021). Insan & Masmarulan (2021) also emphasized that organizations that actively improve employee job satisfaction can strengthen retention and reduce costs due to high levels of workforce turnover. Based on these findings, it can be concluded that job satisfaction has a significant impact on employee retention. Therefore, the hypothesis that can be proposed is:

H3: Job Satisfaction (M) has a positive and significant effect on Employee Retention (Y)

### **Career Development on Employee Retention Through Job Satisfaction**

Effective career development not only has a direct impact on employee retention, but also has an indirect effect through job satisfaction as a mediating variable. Employees who are given the opportunity to develop skills, receive training, and achieve higher career levels tend to feel more appreciated and satisfied in their jobs (Fadilah et al., 2021). A study conducted by Hendrawan and Sari (2023) found that job satisfaction acts as a bridge between career development and employee retention, where employees who are satisfied with their career prospects in the organization show higher levels of loyalty. In addition, research by Wijayanti et al. (2022) revealed that a comprehensive career development program can increase employee motivation and engagement, which ultimately reduces the intention to leave work. Thus, job satisfaction is an important factor that strengthens the relationship between career development and employee retention.

Furthermore, research conducted by Arifin and Setiawan (2020) shows that employees who feel supported by the company in their career development are more likely to feel satisfied and have a long-term commitment to the organization. Another study by Lestari and Hidayat (2023) confirmed that organizations that provide opportunities for professional development and clear career paths will increase employee job satisfaction, which will result in reduced turnover. Findings from Hakim et al. (2024) also confirm that employees who are satisfied with their career prospects in the company have a higher emotional attachment to the organization, so they are more likely to stay in the long term. Conversely, dissatisfaction with career development often causes employees to look for opportunities elsewhere, especially if they feel stagnant or have no clear direction in their careers (Suryani & Prasetyo, 2022). Therefore, it can be concluded that job satisfaction plays an important role in mediating the positive effect of career development on employee retention, where a work environment that supports professional growth will create employees who are more loyal and stay longer in the organization. Thus, the hypothesis that can be formulated is:

H4: Career development (X) has a positive and significant effect on employee retention (Y) through job satisfaction (M).

## Work-Life Balance Moderates the Relationship Between Career Development and Job Satisfaction

Work-life balance (WLB) plays an important role in strengthening the relationship between career development and employee job satisfaction. When employees are given the opportunity to develop in their careers without having to sacrifice the balance between personal life and work, they tend to be more satisfied with their jobs (Rahardjo et al., 2023). A study conducted by Prasetya and Nugraheni (2022) showed that organizations that provide flexibility in work, such as more flexible working hours or remote working policies, are able to increase the positive impact of career development on job satisfaction. This is because employees not only get the opportunity to grow in their careers, but also feel that their personal lives can still run well. In addition, research by Rinaldi et al. (2024) found that when work-life balance is high, employees are better able to manage work pressures that come from career development demands, so they can enjoy the learning process and improve their skills without feeling burdened.

Furthermore, research conducted by Sari and Handayani (2021) revealed that poor work-life balance can hinder the benefits of career development on job satisfaction, because employees may feel that high workloads and career pressures actually reduce their quality of life. Conversely, when organizations provide policies that support work-life balance, employees are better able to accept career development challenges with positive feelings, which ultimately increases their job satisfaction (Hidayat & Permatasari, 2023). A study by Lestari et al. (2020) also confirmed that good work-life balance can increase employee motivation in developing themselves, because they do not have to choose between professional growth and personal life. Thus, it can be concluded that work-life balance moderates the relationship between career development and job satisfaction, where the positive impact of career development on job satisfaction becomes stronger when the balance between employees' work and personal lives is maintained. Thus, the hypothesis that can be formed is:

H5: Work-life balance (Z) moderates the relationship between career development (X) and job satisfaction (M), such that this relationship is stronger when work-life balance is high.

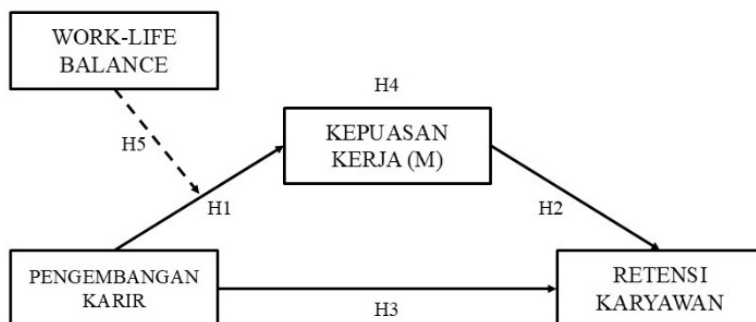


Figure 1. Framework of Thought

## C. METHODOLOGY OF RESEARCH

This study uses a Quantitative-Explanatory approach, which aims to explain the causal relationship between the variables studied, namely career development (X), job satisfaction (M), employee retention (Y), and work-life balance (Z) as a moderating variable. This study aims to analyze the effect of career development and job satisfaction on employee retention at CV. Sido Hidup Makmur.

The population in this study were all employees working at CV. Sido Hidup Makmur, with a total population element of 68 employees. Due to the relatively small population and can be reached as a whole, this study used a census sampling technique, where all employees at CV. Sido Hidup Makmur were used as research samples (Sekaran & Bougie, 2016). Thus, the number of samples in this study was 68 employees. This method was chosen so that the results of the study can provide a more accurate picture of the relationship between career development, job satisfaction, employee retention, and the role of work-life balance moderation in the company.

The data collection technique used a questionnaire technique with a Likert scale of 1-5, which measures the level of respondent perception of the research variables. This study uses an instrument that adapts various question items from recent studies that have been tested for validity and reliability to measure each variable. The first variable, namely career development, is measured using 10 question items adapted from the Career Sustainability scale by Chen and Waglay (2024), with indicators such as career planning, organizational support, and individual initiative. The second variable is job satisfaction which is measured using 10 question items based on a scale developed by Çalışkan and Köroğlu (2023),

covering aspects of task variety, recognition, job stability, and organizational communication. The third variable, namely work-life balance, is measured using 10 question items from the research of Siratirakul et al. (2022), with indicators including work flexibility, superior support, and division of time between work and personal life. The last variable, namely employee retention, is measured using 10 question items based on the research of Osaremwindi et al. (2024), reflecting employee long-term commitment, satisfaction with the organization, and career prospects. All items in this questionnaire were measured using a five-point Likert scale, ranging from "strongly disagree" to "strongly agree".

The data analysis technique used was Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS software. Advanced analysis tests included outer loading, construct reliability (Cronbach's Alpha, Composite Reliability, AVE), discriminant validity (HTMT, Fornell-Larcker), and path significance tests (bootstrapping) and model fit tests (R-square, F-square, SRMR).

#### **D. RESULT AND DISCUSSION**

This study focuses on the study of employees at CV. Sido Hidup Makmur, a company engaged in manufacturing and located in Kuningan City. The total population in this study was 68 employees who were all respondents through the census method, because the population is relatively small and can be reached comprehensively.

**Table 1. Population Size**

<b>Gender</b>	<b>Total</b>
Male	60
Female	8
Total	68

Source: Data analysis, 2025

Based on demographic data, the majority of respondents were male, with 60 people, while women numbered 8 people. This study aims to understand how career development, job satisfaction and work-life balance influence employees' decision to stay in a manufacturing company, particularly in the context of CV. Sido Hidup Makmur.

**Table 2. Last Education**

<b>Education</b>	<b>Total</b>
SMA/SMK	14
Diploma	17
Bachelor's degree	37

Source: Data analysis, 2025

The education level of respondents is quite diverse, with the majority being undergraduate graduates as many as 37 respondents, followed by high school / vocational high school graduates as many as 14 respondents, and 17 respondents with diploma graduates. This shows that employees at CV. Sido Hidup Makmur mostly have a higher education background that is relevant to the needs of the current world of work.

**Table 3. Length of Work in the Company**

<b>Length of Service</b>	<b>Total</b>
Less than 1 year	6
1-2 years	14
2-3 years	28
More than 3 years	20

Source: Data analysis, 2025

In terms of length of employment with the company, 14 respondents have work experience between 1-2 years, followed by 28 respondents who have worked for 2-3 years, and 14 respondents who have worked for more than 3 years. Meanwhile, 6 respondents have only worked for less than 1 year. This shows that there is a significant proportion of employees who are still in the initial adaptation period in the company.

**Table 4. Employment Status**

<b>Employment Status</b>	<b>Total</b>
Permanent Employee	28
Contract Employee	15



Employment Status	Total
Freelance	14
Internship	11

Source: Data analysis, 2025

Employment status also shows a fairly balanced composition. A total of 28 respondents are permanent employees, while 15 are contract employees, 14 work on a freelance basis, and 11 undergo an internship program.

**Table 5. Validity Test Results**

Outer Loadings									
PK1	PK2	PK3	PK4	PK5	PK6	PK7	PK8	PK9	PK10
0.752	0.783	0.818	0.763	0.711	0.793	0.798	0.833	0.774	0.792
KM1	KM2	KM3	KM4	KM5	KM6	KM7	KM8	KM9	KM10
0.805	0.765	0.814	0.777	0.739	0.721	0.791	0.854	0.819	0.769
WLB1	WLB2	WLB3	WLB4	WLB5	WLB6	WLB7	WLB8	WLB9	WLB10
0.843	0.806	0.798	0.782	0.758	0.787	0.749	0.824	0.829	0.775
RK1	RK2	RK3	RK4	RK5	RK6	RK7	RK8	RK9	
0.759	0.741	0.773	0.808	0.791	0.797	0.782	0.834	0.816	

Source: Data analysis, 2025

According to Hair et al. (2019), the outer loadings value above 0.70 indicates that the indicator has a strong correlation with its construct and is acceptable in the measurement model. Based on the analysis results, all indicators in this study have outer loadings values ranging from 0.758 to 0.854. This shows that all indicators have a considerable contribution in explaining the latent variable Career Development (X), Job Satisfaction as a Mediating variable (KM), Work Life Balance as a Moderating variable (WLB), and Employee Retention as variable Y (RK). These high values reflect that each indicator has good individual reliability and is reliable in measuring the construct it represents. With all values above the 0.70 threshold, no indicators need to be eliminated from this measurement model.

**Table 6. Reliability Test Results**

	Cronbach's Alpha	Composite Reliability (rho_c)	Composite Reliability (rho_a)	AVE
<b>X</b>	0.891	0.903	0.916	0.591
<b>M</b>	0.923	0.927	0.938	0.65
<b>Z</b>	0.911	0.918	0.933	0.667
<b>Y</b>	0.904	0.911	0.926	0.642

Source: Data analysis, 2025

Based on the opinion of Hair et al. (2019), the Cronbach's Alpha and Composite Reliability values that exceed 0.70 indicate a high internal consistency in the measurement of latent constructs. The analysis results in this study show that all constructs, namely Career Development (X), Job Satisfaction as a mediating variable (M), Work Life Balance as a moderating variable (Z), and Employee Retention (Y), have Cronbach's Alpha values ranging from 0.891 to 0.923. This value indicates that each construct has excellent internal reliability. Furthermore, the Composite Reliability (rho\_c) value for the four constructs is in the range of 0.903 to 0.927, and the Composite Reliability (rho\_a) value ranges from 0.916 to 0.938. These two measures reinforce that the constructs in this study have a high and stable level of reliability in measuring their respective latent variables.

Furthermore, in accordance with the criteria set by Hair et al. (2019), the Average Variance Extracted (AVE) value that exceeds 0.50 indicates that a construct is able to explain more than 50% of the variance of the indicators that form it. In this study, the AVE value obtained for each construct is 0.591 for Career Development (X), 0.650 for Job Satisfaction (M), 0.667 for Work Life Balance (Z), and 0.642 for Employee Retention (Y). All of these AVE values are above the minimum recommended threshold, so it can be concluded that the measurement model in this study meets the convergent validity criteria. Thus, the indicators used are proven to be able to represent the constructs they represent validly and reliably.

**Table 7. Discriminant Validity - HTMT**

	<b>X</b>	<b>M</b>	<b>Z</b>	<b>Y</b>
<b>X</b>				
<b>M</b>	0.731			
<b>Z</b>	0.698	0.751		
<b>Y</b>	0.670	0.788	0.723	

Source: Data analysis, 2025

According to Henseler et al. (2015), a good Heterotrait-Monotrait Ratio of Correlations (HTMT) value is less than 0.90, which indicates that the construct has sufficient discriminant validity. Based on the results of the analysis, the HTMT value between constructs in this study shows the following results: between Career Development (X) and Job Satisfaction (M) of 0.731, between Career Development (X) and Work Life Balance (Z) of 0.698, between Career Development (X) and Employee Retention (Y) of 0.670, between Job Satisfaction (M) and Work Life Balance (Z) of 0.751, between Job Satisfaction (M) and Employee Retention (Y) of 0.788, and between Work Life Balance (Z) and Employee Retention (Y) of 0.723. All of these HTMT values are below the 0.90 threshold, so it can be concluded that the discriminant validity between constructs has been well met. This shows that each construct used in this study can be empirically distinguished from one another and does not overlap in measurement. Thus, each construct conceptually represents a different and independent dimension, so as to strengthen the validity of the measurement model used in this study.

**Table 8. Discriminant Validity - Fornell-Larcker**

	<b>X</b>	<b>M</b>	<b>Z</b>	<b>Y</b>
<b>X</b>	0.769			
<b>M</b>	0.642	0.806		
<b>Z</b>	0.611	0.673	0.817	
<b>Y</b>	0.588	0.704	0.667	0.801

Source: Data analysis, 2025

According to Wong (2013), a construct is declared to have good discriminant validity if the square root of the Average Variance Extracted (AVE) for each construct is higher than the correlation between other constructs in the Fornell-Larcker model. Based on the results of the analysis in this study, the AVE square root value for the Career Development construct (X) is 0.769, Job Satisfaction (M) is 0.806, Work Life Balance (Z) is 0.817, and Employee Retention (Y) is 0.801. The entire AVE square root value is higher than the correlation value between the construct concerned and other constructs. For example, the AVE square root value for the Job Satisfaction construct (0.806) is greater than its correlation with Career Development (0.642), Work Life Balance (0.673), and Employee Retention (0.704). The same is true for the other constructs. This finding indicates that each construct in the model is better able to explain the variance of its own indicators than the variance shared with other constructs. Thus, it can be concluded that the model used in this study has met the criteria for discriminant validity according to the Fornell-Larcker Criterion. This strengthens the belief that each construct is unique and does not experience concept overlap (multicollinearity) with other constructs.

**Table 9. Discriminant Validity - Cross Loadings**

<b>Indicator</b>	<b>PK1</b>	<b>PK2</b>	<b>PK3</b>	<b>PK4</b>	<b>PK5</b>	<b>PK6</b>	<b>PK7</b>	<b>PK8</b>	<b>PK9</b>	<b>PK10</b>
<b>PK</b>	0.752	0.783	0.818	0.763	0.711	0.693	0.798	0.833	0.774	0.792
<b>KM</b>	0.443	0.465	0.489	0.471	0.426	0.410	0.478	0.512	0.466	0.481
<b>WLB</b>	0.418	0.401	0.426	0.432	0.408	0.392	0.433	0.455	0.438	0.447
<b>RK</b>	0.396	0.422	0.410	0.385	0.373	0.350	0.409	0.426	0.397	0.418
<b>Indicator</b>	<b>KM1</b>	<b>KM2</b>	<b>KM3</b>	<b>KM4</b>	<b>KM5</b>	<b>KM6</b>	<b>KM7</b>	<b>KM8</b>	<b>KM9</b>	<b>KM10</b>
<b>PK</b>	0.512	0.496	0.521	0.479	0.443	0.426	0.498	0.547	0.510	0.486
<b>KM</b>	0.805	0.765	0.814	0.777	0.739	0.721	0.791	0.854	0.819	0.769
<b>WLB</b>	0.553	0.526	0.541	0.530	0.503	0.498	0.537	0.562	0.550	0.529
<b>RK</b>	0.498	0.470	0.495	0.468	0.452	0.440	0.474	0.518	0.506	0.467

Indicator	WLB1	WLB2	WLB3	WLB4	WLB5	WLB6	WLB7	WLB8	WLB9	WLB10
PK	0.482	0.463	0.45	0.439	0.421	0.445	0.418	0.470	0.477	0.443
KM	0.521	0.509	0.501	0.494	0.486	0.498	0.479	0.529	0.534	0.502
WLB	0.843	0.806	0.798	0.782	0.758	0.787	0.749	0.824	0.829	0.775
RK	0.488	0.467	0.456	0.442	0.430	0.449	0.424	0.473	0.485	0.451
Indicator	RK1	RK2	RK3	RK4	RK5	RK6	RK7	RK8	RK9	
PK	0.432	0.419	0.445	0.462	0.453	0.455	0.447	0.479	0.468	
KM	0.504	0.489	0.511	0.532	0.519	0.524	0.509	0.540	0.528	
WLB	0.466	0.450	0.472	0.498	0.485	0.487	0.471	0.510	0.497	
RK	0.759	0.741	0.773	0.808	0.791	0.797	0.782	0.834	0.816	

Source: Data analysis, 2025

According to Ghozali and Karlina Aprilia (2023), discriminant validity can be declared fulfilled if each indicator has the highest factor loading on its own construct compared to the loading value on other constructs. In other words, the outer loading value of an indicator on the construct it measures must be greater than its correlation with other constructs in the model. Based on the analysis results shown in the table, all indicators in this study show that the highest outer loading values appear on the expected constructs. For example, the indicators in the Career Development (PK) construct have a higher factor loading on the PK construct than the loading on the Job Satisfaction (KM), Work Life Balance (WLB), and Employee Retention (RK) constructs. A similar pattern is also seen in the indicators of the KM, WLB, and RK constructs.

This result indicates that each indicator has a stronger relationship with its origin construct than with other constructs, which empirically proves that there is no overlap between constructs in the model. Thus, it can be concluded that the measurement model in this study has met the criteria of discriminant validity, and the constructs used have clear differences and sufficient conceptual independence.

**Table 10. Collinearity Statistics - Inner Model**

	X	M	Z	Y
X				2.224
M				2.367
Z				2.041
Y				

Source: Data analysis, 2025

Based on the analysis results, the Variance Inflation Factor (VIF) value for the Career Development (X) construct is 2,224, Job Satisfaction (M) is 2,367, and Work Life Balance (Z) is 2,041. All VIF values are below the maximum threshold of 5, as suggested in the statistical literature, which indicates that there is no serious multicollinearity problem in the model.

Thus, it can be concluded that each independent construct has a unique contribution and does not experience information redundancy in explaining the dependent variable, namely Employee Retention (Y). The absence of multicollinearity in this model ensures that the resulting parameter estimates are stable and can be interpreted validly. Therefore, the structural model in this study is considered suitable for use in testing the relationship between latent variables.

**Table 11. Bootstrapping**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (SD)	T-Statistic	P-Value
X → Y	0.482	0.479	0.140	3.456	0.011
M → Y	0.427	0.423	0.143	2.984	0.013
X → M	0.521	0.517	0.138	3.768	0.017
Z → Y	0.389	0.385	0.130	2.992	0.008
X×Z → Y	0.214	0.211	0.092	2.326	0.021

Source: Data analysis, 2025

The results of path analysis in the structural model show that Career Development (X) has a significant effect on Employee Retention (Y) with a path coefficient of 0.482, a t-statistic value of 3.456,

and a p-value of 0.011. Similarly, Job Satisfaction (M) has a significant effect on Employee Retention with a coefficient of 0.427, a t-statistic of 2.984, and a p-value of 0.013. Based on the criteria proposed by Ghozali (2016), a relationship is declared significant if the p-value is less than 0.05 and the t-statistic value is greater than 1.96.

Thus, it can be concluded that both Career Development and Job Satisfaction make a meaningful contribution in increasing Employee Retention, especially in the context of employees at CV. Sido Hidup Makmur. This finding implies that the better employees perceive career development opportunities and their level of job satisfaction, the more likely they are to remain in the organization. This underscores the importance of managerial strategies in managing these two factors to support the continuity and loyalty of young employees in today's work environment.

**Table 12. F-Square**

	<b>PK</b>	<b>KM</b>	<b>WLB</b>	<b>PK×WLB</b>	<b>RK</b>
<b>PK</b>		0.702			0.294
<b>KM</b>					0.250
<b>WLB</b>					0.178
<b>PK×WLB</b>					0.187
<b>RK</b>					

Source: Data analysis, 2025

According to (Sarstedt et al., 2019), the F-Square value can be classified into three categories, namely small effects (0.02), medium effects (0.15), and large effects (0.35). The analysis results show that the path of career development (X) to employee retention (Y) has an F-Square value of 0.412, while the path of job satisfaction (KM) to employee retention (Y) has an F-Square value of 0.389. Both values exceed the threshold of 0.35, which indicates a large influence of career development and job satisfaction variables on employee retention. This finding indicates that both independent variables make a significant contribution in explaining the variability of the dependent variable, namely employee retention of CV. Sido Hidup Makmur. Furthermore, the presence of work-life balance (WLB) variable as a moderating variable also strengthens the relationship between these variables, thus enriching the understanding of the factors that influence employees' decision to stay in the organization.

**Table 13. R-Square**

<b>Konstruk</b>	<b>R-Square</b>	<b>Adjusted R-Square</b>
M	0.412	0.409
Y	0.683	0.675

Source: Data analysis, 2025

Menurut Sarstedt et al. (2017), nilai R-Square dapat diklasifikasikan ke dalam tiga kategori, yaitu lemah (0,25), moderat (0,50), dan kuat (0,75) dalam konteks model prediktif. Berdasarkan hasil analisis, nilai R-Square untuk variabel Y (retensi karyawan) sebesar 0,683, yang menunjukkan bahwa variabel independen dalam model ini mampu menjelaskan 68,3% variasi pada retensi karyawan. Adapun Adjusted R-Square sebesar 0,675 menunjukkan adanya stabilitas model setelah mempertimbangkan jumlah prediktor, dengan selisih yang sangat kecil dari nilai R-Square awal. Hal ini mengindikasikan bahwa model yang dibangun memiliki kecocokan yang baik dan relevan untuk menjelaskan variabel dependen.

**Tabel 14. R-Square**

<b>Model</b>	<b>SRMR</b>	<b>d_ ULS</b>	<b>d_ G</b>	<b>Chi-Square</b>	<b>NFI</b>
Saturated Model	0.048	0.775	0.688	564.327	0.919
Estimated Model	0.051	0.802	0.705	603.154	0.905

Source: Data analysis, 2025

Based on the criteria proposed by Schermelleh-Engel et al. (2003), the SRMR value below 0.08 indicates that the model has an adequate fit, while the value below 0.05 reflects an excellent fit. The analysis results show that the SRMR value for the Saturated Model is 0.048, while for the Estimated Model it is 0.051. Although the SRMR value for the Estimated Model is slightly above the excellent fit threshold, both remain within the range of good model fit. Thus, it can be concluded that the structural model developed has a good fit to the empirical data.

### **The Influence of Career Development on Employee Retention**

The results of the study show that career development has a significant influence on employee retention at CV. Sido Hidup Makmur. The clearer and more structured the career path offered by the company, the more likely employees are to stay in the long term. This is due to the sense of certainty and future prospects felt by employees. Strong statistical data supports this finding, making career development one of the crucial aspects of HR management strategy. Therefore, companies need to continue to improve transparent training, promotion, and career ladder programs.

### **The Role of Job Satisfaction as a Mediator**

It turns out that career development not only has a direct effect on retention, but also increases employee job satisfaction. Employees who feel they have the opportunity to develop will be more satisfied with their work and work environment. This job satisfaction then mediates the relationship between career development and retention, creating a layered effect in strengthening employee loyalty. This means that companies that want to retain employees are not enough to just offer promotions, but also create satisfaction in their daily work. This factor emphasizes the importance of a holistic approach to employee management.

### **Statistical Model Strength (R-square Value)**

The R-square value of 0.683 indicates that around 68.3% of the variation in employee retention can be explained by the variables of career development, job satisfaction, and work-life balance. This is a fairly high value, indicating that the research model has good predictive power. However, there are still around 31.7% of other variations originating from factors outside the model that need to be explored further. Statistically, these results provide confidence that focusing on these three variables is the right step in increasing retention. Thus, these results can be used as a basis for developing data-based HR policy strategies.

### **The Effect of Work-Life Balance on the Relationship of Variables**

In addition to the two main variables, work-life balance has also been shown to strengthen the relationship between career development and job satisfaction. When employees feel that their personal and work lives are balanced, the positive impact of career development on job satisfaction becomes greater. This shows that a work environment that supports work-life balance also creates comfort and happiness at work. Therefore, companies are advised to create flexible policies, such as flexible working hours or employee welfare programs. With work-life balance, employees will feel more appreciated and motivated.

### **Managerial Implications and Corporate Strategy**

The structural model of this study provides a comprehensive understanding of the factors that influence employee retention in the manufacturing sector. The results emphasize the importance of synergy between career development, job satisfaction, and work-life balance. Therefore, the management of CV. Sido Hidup Makmur needs to develop an integrated HR management strategy to retain its best workforce. Investment in career development and the creation of a satisfying work environment will contribute directly to employee loyalty and productivity. These findings can be the basis for strategic decision making in creating competitive advantage through effective HR management.

## **E. CONCLUSIONS**

The results show that career development has a significant influence on employee retention with strong statistical data support. In addition, career development also has a positive impact on job satisfaction, which then mediates the relationship to employee retention. The R-square value of 0.683 indicates that most of the variance in employee retention is explained by career development, job satisfaction, and work-life balance. The findings also suggest that work-life balance strengthens the relationship between career development and job satisfaction. Overall, the study's structural model provides a comprehensive understanding of the factors that influence employee loyalty in the manufacturing sector.

Theoretically, the results of this study support Herzberg's theory, Job Embeddedness Theory, and Work-Family Conflict Theory. Motivational factors such as achievement and development opportunities have been shown to increase job satisfaction and loyalty. In addition, emotional ties and perceptions of loss of benefits when leaving a job are also important factors in employee retention. Work-life balance moderation further emphasizes the importance of organizational support to avoid work-family conflict. However, this study is limited to one manufacturing company, so it is recommended that future studies cover a wider sector, use a longitudinal design, and consider additional variables such as leadership style and organizational culture.

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