

THE EFFECT OF WORK-LIFE BALANCE AND CAREER DEVELOPMENT ON THE ORGANIZATIONAL COMMITMENT OF EMPLOYEES AT THE RIMBA BELIAN PALM OIL MILL UNIT, REGION 5, PT PERKEBUNAN NUSANTARA IV

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Abstract

Maintaining employee commitment is particularly important in palm oil mill operations, where shift work, physical demands, and limited career development opportunities may affect employees' attachment to the organization. This study examines the influence of work-life balance and career development on the organizational commitment of operational employees at the Rimba Belian Palm Oil Mill Unit, Region 5, PT Perkebunan Nusantara IV. A quantitative associative design was employed, involving all 114 operational employees through a census approach. Data were collected using a five-point Likert-scale questionnaire and analyzed through multiple linear regression after completing instrument and classical assumption tests. The findings indicate that work-life balance and career development each have a positive and significant influence on organizational commitment. Both variables also jointly contribute significantly to strengthening employees' commitment to the organization. Work-life balance showed a relatively stronger contribution, suggesting that employees' ability to manage work demands and personal responsibilities is particularly important in a shift-based operational environment. This study extends the discussion of organizational commitment to the palm oil agro-industry, which remains less frequently examined than service and public-sector organizations. The findings imply that management should improve shift arrangements, rest periods, access to training, and the transparency of promotion and career development processes to maintain employees' long-term commitment.

Keywords: *Work-Life Balance, Career Development, Organizational Commitment, Employees*

1. INTRODUCTION

The palm oil industry is one of the agro-industrial sectors that requires reliable human resources because the continuity of production is strongly influenced by employee discipline, work readiness, and organizational commitment. Amid increasingly intense competition, companies are not only expected to achieve production targets but are also required to establish working conditions that support employees' work-life balance and career development. Work-life balance refers to an individual's ability to fulfill work responsibilities without neglecting personal life, as reflected in balanced time allocation, involvement, and satisfaction (Maslichah & Hidayat, 2017, as cited in Saring, 2022). Meanwhile, career development is a continuous process undertaken by individuals to achieve their career goals in accordance with the conditions and opportunities available within the organization (Busro, 2018). Both factors are important because organizational commitment reflects employees' loyalty and concern for the success and sustainability of the organization (Rumpoko et al., 2023).

This study was conducted at the Rimba Belian Palm Oil Mill Unit, Region 5, PT Perkebunan Nusantara IV, located in Sanggau Regency. The mill processes fresh fruit bunches from nucleus estates, plasma estates, and third-party suppliers into crude palm oil and palm kernels. Company data show that the volume of processed fresh fruit bunches declined from 140,556,290 kg in 2022 to 109,437,300 kg in 2023 and further decreased to 103,562,540 kg in 2024. CPO production also declined from 31,877,092 kg in 2022 to 23,131,694 kg in 2024, while kernel production decreased from 5,779,926 kg to 3,815,513 kg. Although production increased again in 2025, this condition highlights the importance of employee readiness in responding to operational demands and dynamic production conditions.

In 2026, the Rimba Belian Palm Oil Mill Unit employed 122 individuals, consisting of 8 managerial employees and 114 operational employees. Most employees were assigned to the processing division, with a total of 56 employees. Based on preliminary interviews with the Technical Division Assistant, the company continued to experience staffing shortages, particularly in the technical division. In addition, shift work, long working hours, and machine disruptions during production activities may cause employees to experience fatigue, dizziness, and reduced concentration, especially among night-shift employees. These conditions highlight the importance of work-life balance so that employees can maintain their physical and psychological well-being while fulfilling their personal responsibilities. Employees with a good work-life balance tend to have lower absenteeism, higher job satisfaction, and a stronger intention to remain with the organization (Sariningrum, 2024). Furthermore, work-life balance has been found to have a positive effect on work discipline (Sopiawadi et al., 2022), employee productivity (Gunarti & Lestari, 2025), and job satisfaction (Halim & Winoto, 2023).

The issue of work discipline also requires attention. The absenteeism rate of grade employees from 2022 to 2025 ranged from 0.65% to 0.72%, while the absenteeism rate of non-grade employees ranged from 0.68% to 0.88%. Although these absenteeism rates were relatively low, interviews with the Head of Administration revealed that some employees still left and returned to the workplace before the end of working hours. In addition, the limited presence of foremen in the field resulted in less optimal supervision and potentially contributed to undisciplined behavior. The number of disciplinary violations also increased from two cases in 2023 to three cases in 2024, although it declined to one case in 2025. Attendance and work discipline are important because organizational commitment is associated with lower levels of absenteeism and employee turnover (Rumpoko et al., 2023). Hasibuan (2023) also stated that a decline in absenteeism may indicate the effectiveness of employee development programs provided by the company.

From the perspective of career development, the number of employees participating in training programs decreased from 18 employees in 2023 to 6 employees in 2024 and remained at 6 employees in 2025. On the other hand, internal transfers increased from 2 employees in 2023 to 7 employees in 2024 before declining to 3 employees in 2025. The number of employee promotions also fluctuated, with 2 employees promoted in 2022, 1 employee in 2023, 2 employees in 2024, and 1 employee in 2025. These conditions indicate that opportunities for competency development and career advancement have not been experienced consistently by all employees. Education and training are important because they can improve employees' knowledge, skills, and work productivity (Sinambela, 2016).

Training has also been shown to positively affect career development (Upasuji & Satrya, 2020) and organizational commitment (Carmiasih & Fitriaty, 2022). In addition, appropriate internal transfers can broaden work experience and support employees' career development and organizational commitment (Fatmawaty et al., 2024; Raudah & Mujahadah, 2023; Rohmat et al., 2023).

Previous studies have reported varying findings regarding the relationships among the variables. Sopiawadi et al. (2022) found that work-life balance affects work discipline, whereas Harianja & Utama (2025) found that work-life balance affects organizational commitment. Career development has also been reported to affect organizational commitment in the study by Safitri et al. (2022) and work discipline in the study by Rahmat et al. (2023). In addition, work-life balance has been associated with productivity and job satisfaction in the studies conducted by Halim & Winoto (2023) and Gunarti & Lestari (2025).

Studies on work-life balance, career development, and organizational commitment have been conducted in various service, educational, and public-sector settings. However, studies in the operational environment of palm oil mills remain relatively limited, particularly among operational employees who work in shift systems, face production demands, and perform physically and technically demanding tasks. This study provides empirical evidence from the Rimba Belian Palm Oil Mill Unit, Region 5, PT Perkebunan Nusantara IV, by utilizing internal company data related to employment conditions, training, internal transfers, absenteeism, and work discipline. Therefore, this study is expected to provide a more specific understanding of the factors shaping organizational commitment in the palm oil agro-industry sector.

Based on the foregoing discussion, work-life balance and career development need to be considered because both are related to employee well-being at work, competency improvement, discipline, loyalty, and employees' commitment to the company. Therefore, this study is entitled, "The Effect of Work-Life Balance and Career Development on the Organizational Commitment of Employees at the Rimba Belian Palm Oil Mill Unit, Region 5, PT Perkebunan Nusantara IV."

2. RESEARCH METHOD

This study employed a quantitative approach with an associative research design to examine the relationships among variables. Associative research is used to analyze the relationship between two or more variables (Siregar, 2019). The variables in this study consisted of work-life balance (X1) and career development (X2) as the independent variables, and organizational commitment (Y) as the dependent variable among employees of the Rimba Belian Palm Oil Mill Unit, Region 5, PT Perkebunan Nusantara IV. The study used primary data obtained through interviews and questionnaires, as well as secondary data derived from company documents.

The population of this study consisted of all 114 operational employees of the Rimba Belian Palm Oil Mill Unit, Region 5, PT Perkebunan Nusantara IV, in 2026. Operational employees were selected as the population because they are directly involved in the company's operational activities and experience the company's work policies, career development opportunities, and work-life balance conditions. A census sampling technique

was used, in which the entire population was included as the research sample (Sugiyono, 2022). Therefore, the sample consisted of 114 operational employees of the Rimba Belian Palm Oil Mill Unit, Region 5, PT Perkebunan Nusantara IV, in 2026. Data were measured using a Likert scale to assess respondents' attitudes and perceptions through five response categories ranging from strongly agree to strongly disagree (Sugiyono, 2022). The research instrument was tested using a validity test based on Product Moment correlation, with the criteria that r-count must exceed r-table and the significance value must be less than or equal to 0.05. Reliability was tested using Cronbach's Alpha, with a minimum acceptable value of 0.60 (Siregar, 2019).

The data analysis technique included classical assumption tests consisting of a normality test using the Kolmogorov–Smirnov method, with a significance criterion greater than 0.05; a linearity test, with the criteria of Sig. Linearity < 0.05 and Sig. Deviation from Linearity > 0.05; and a multicollinearity test, with the criteria of Tolerance > 0.10 and VIF < 10 (Ghozali, 2018). Multiple linear regression analysis was subsequently conducted using the model $Y = a + b_1X_1 + b_2X_2$ (Siregar, 2019). This method was selected because the study involved two independent variables, namely work-life balance and career development, as predictors of organizational commitment. Multiple linear regression enables the effect of each independent variable to be examined partially and their joint effect to be tested simultaneously. Hypothesis testing was performed using the F-test to examine simultaneous effects and the t-test to examine partial effects at a significance level of 0.05 (Siregar, 2019). Correlation coefficient and coefficient of determination analyses were also conducted to measure the strength of the relationship and the contribution of the independent variables to the dependent variable (Siregar, 2019).

3. RESULTS AND DISCUSSION

3.1 Respondent Characteristics

Questionnaires were distributed to all 114 operational employees at the Rimba Belian Palm Oil Mill Unit, Region 5, PT Perkebunan Nusantara IV. All questionnaires were returned and considered suitable for analysis, resulting in a response rate of 100%. The characteristics of the respondents are presented in Table 1.

Characteristic	Category	Frequency	Percentage (%)
Response rate	Questionnaires distributed	114	100.00
	Questionnaires returned	114	100.00
	Questionnaires analyzed	114	100.00
Gender	Male	111	97.37
	Female	3	2.63
Age (years)	35–40	14	12.28
	41–46	39	34.21
	47–52	58	50.88
	53–58	3	2.63
Educational attainment	Elementary school	8	7.02
	Junior high school	39	34.21

Characteristic	Category	Frequency	Percentage (%)
	Senior high school/vocational school	66	57.89
	Bachelor's degree	1	0.88
Length of service(years)	1–5	1	0.88
	6–10	3	2.63
	11–15	15	13.16
	16–20	41	35.96
	21–25	51	44.74
	26–30	3	2.63
Employee classification	Grade employee	80	70.18
	Non-grade employee	34	29.82
Monthly income (IDR)	3,000,000–4,999,999	77	67.54
	5,000,000–6,999,999	36	31.58
	7,000,000–8,999,999	1	0.88
Marital status	Unmarried	6	5.26
	Married	108	94.74

Source: Primary data processed, 2026.

Table 1 shows that most respondents were male (97.37%), aged 47–52 years (50.88%), and had completed senior high school or vocational school (57.89%). Most respondents had worked for 21–25 years (44.74%), were classified as grade employees (70.18%), earned IDR 3,000,000–4,999,999 per month (67.54%), and were married (94.74%).

3.2 Research Instrument Testing

3.2.1 Validity Test

The validity test was conducted to ensure that each statement item in the questionnaire adequately represented the variables examined in this study. The test was conducted by correlating each item score with the total score. The validity criterion was determined by comparing the r-count value with the r-table value. With a sample size of 114, the degree of freedom was 112, and the r-table value was 0.184 at a significance level of 0.05. The validity test results for all statement items are presented in Table 2.

Table 2. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Work-Life Balance (X1)	X1.1	0.633	0.184	Valid
	X1.2	0.557		
	X1.3	0.649		
	X1.4	0.610		
	X1.5	0.627		
	X1.6	0.644		

	X1.7	0.662		
	X1.8	0.660		
	X1.9	0.698		
	X1.10	0.568		
Career Development (X2)	X2.1	0.582	0.184	Valid
	X2.2	0.562		
	X2.3	0.638		
	X2.4	0.541		
	X2.5	0.565		
	X2.6	0.613		
	X2.7	0.694		
	X2.8	0.544		
	X2.9	0.481		
	X2.10	0.495		
Organizational Commitment (Y)	Y.1	0.549	0.184	Valid
	Y.2	0.456		
	Y.3	0.493		
	Y.4	0.579		
	Y.5	0.534		
	Y.6	0.469		
	Y.7	0.578		
	Y.8	0.576		
	Y.9	0.590		
	Y.10	0.539		

Source: Processed Data, 2026

Based on the validity test results in Table 2, all statement items for the work-life balance (X1), career development (X2), and organizational commitment (Y) variables had r-count values greater than the r-table value of 0.184. Therefore, all research instruments were declared valid and appropriate for data collection.

3.3.2 Reliability Test

The reliability test was conducted to measure the consistency of the research instrument using Cronbach's Alpha. A variable is considered reliable when its Cronbach's Alpha value is greater than or equal to 0.60. The reliability test results for all research variables are presented in Table 3.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Minimum Reliabilities	Description
Work-Life Balance (X1)	0.831	10		
Career Development (X2)	0.771	10	0.60	Reliable
Organizational Commitment (Y)	0.724	10		

Source: Processed Data, 2026

Based on the reliability test results in Table 3, all research variables obtained Cronbach's Alpha values greater than 0.60. These results indicate that the research

instrument demonstrated good internal consistency and was therefore reliable and suitable for data collection.

3.3 Classical Assumption Tests

3.3.1 Normality Test

The normality test was conducted to determine whether the research data were normally distributed using the Kolmogorov–Smirnov method. Data are considered normally distributed when the significance value is greater than or equal to 0.05. The normality test results are presented in Table 4.

Table 4. Normality Test Results

Test	Value
N (Sample)	114
Test Statistic	.072
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2026

The normality test results in Table 4 show that the Asymp. Sig. (2-tailed) value was 0.200, which is greater than 0.05. Therefore, the data used in this study met the normality assumption and were suitable for further analysis.

3.3.2 Linearity Test

The linearity test was conducted to determine whether the relationships between the independent variables and the dependent variable were linear using the Test for Linearity. The relationships are considered linear when the Sig. Linearity value is less than 0.05 and the Sig. Deviation from Linearity value is greater than 0.05. The linearity test results are presented in Table 5.

Table 5. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Organizational Commitment * Work-Life Balance	.000	.065	Linear
Organizational Commitment * Career Development	.000	.170	

Source: Processed Data, 2026

The linearity test results in Table 5 show that the relationships between work-life balance (X1) and organizational commitment (Y), as well as between career development (X2) and organizational commitment (Y), met the linearity assumption. This is indicated by Sig. Linearity values below 0.05 and Sig. Deviation from Linearity values above 0.05 for both relationships. Therefore, the relationships among the variables were linear.

3.3.3 Multicollinearity Test

The multicollinearity test was conducted to determine whether there was a high correlation among the independent variables in the regression model. A good regression

model should not exhibit multicollinearity so that the estimated regression coefficients remain accurate. The multicollinearity test results are presented in Table 6.

Table 6. Multicollinearity Test Results

Variable	Tolerance	VIF
Work-Life Balance	.902	1.109
Career Development	.902	1.109

Source: Processed Data, 2026

Based on the multicollinearity test results in Table 6, the work-life balance (X1) and career development (X2) variables had Tolerance values greater than 0.10 and VIF values below 10.00. These results indicate that the research model did not exhibit multicollinearity.

3.4 Hypothesis Testing

3.4.1 Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to determine the effects of the independent variables on the dependent variable, both partially and simultaneously, and to develop a predictive model of the relationships among the variables. The regression coefficient results based on the SPSS output are presented in Table 7.

Table 7. Multiple Linear Regression Analysis Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	1.290	.278		4.644 .000
	Work-Life Balance	.343	.055	.455	6.267 .000
	Career Development	.335	.062	.391	5.389 .000

a. Dependent Variable: Organizational Commitment

Source: Processed Data, 2026

Based on the results of the multiple linear regression analysis in Table 7, the regression equation is as follows:

$$Y = 1.290 + 0.343X_1 + 0.335X_2$$

The interpretation of the regression equation is as follows:

1. The constant value of 1.290 indicates that when work-life balance (X1) and career development (X2) are equal to zero, organizational commitment (Y) is 1.290.
2. The work-life balance coefficient (b1) of 0.343 indicates that a one-unit increase in work-life balance will increase organizational commitment by 0.343 units.
3. The career development coefficient (b2) of 0.335 indicates that a one-unit increase in career development will increase organizational commitment by 0.335 units.

3.4.2 Correlation Coefficient Analysis (R)

Correlation coefficient analysis was used to determine the strength and direction of the relationship between two or more variables. The analysis was conducted using the Product Moment method. The correlation coefficient analysis results are presented in Table 8.

Table 8. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 ^a	.472	.462	.32146

Predictors: (Constant), Career Development, Work-Life Balance.

Source: Processed Data, 2026

Based on the correlation analysis results in Table 8, the R value was 0.687. This value indicates that the relationship between work-life balance, career development, and organizational commitment was strong because it falls within the correlation coefficient range of 0.60–0.799.

3.4.3 Coefficient of Determination

Based on the coefficient of determination analysis in Table 8, the R-square value was 0.472. This indicates that work-life balance and career development explained 47.2% of the variation in organizational commitment. The remaining 52.8% was influenced by other variables outside the research model.

3.4.4 Simultaneous Effect Test (F-Test)

The simultaneous test, or F-test, was conducted to determine the significance of the joint effect of the independent variables on the dependent variable. The simultaneous hypothesis testing results using SPSS are presented in Table 9.

Table 9. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	10.254	5.127	49.614	.000 ^b
Residual	11.471	.103		

Dependent Variable: Organizational Commitment

Predictors: (Constant), Career Development, Work-Life Balance.

Source: Processed Data, 2026

Based on the simultaneous test results in Table 9, the calculated F-value was 49.614, which was greater than the F-table value of 3.08, and the significance value was 0.000, which was below 0.05. Therefore, H₃ is accepted, indicating that work-life balance and career development simultaneously have a significant effect on organizational commitment.

3.4.5 Partial Effect Test (t-Test)

The partial test, or t-test, was conducted to examine the individual effect of each independent variable on the dependent variable based on the proposed hypotheses. The partial test results using SPSS are presented in Table 10.

Table 10. Partial Test Results (t Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.290	.278		4.644	.000
	Work-Life Balance	.343	.055	.455	6.267	.000
	Career Development	.335	.062	.391	5.389	.000

a. Dependent Variable: Organizational Commitment

Source: Processed Data, 2026

Based on the partial test results in Table 10, the calculated t-values were compared with the t-table value of 1.981, with the following results:

1. The work-life balance variable (X1) had a calculated t-value of 6.267, which was greater than the t-table value of 1.981, and a significance value of 0.000, which was below 0.05. Therefore, H_1 is accepted, indicating that work-life balance had a significant partial effect on organizational commitment.
2. The career development variable (X2) had a calculated t-value of 5.389, which was greater than the t-table value of 1.981, and a significance value of 0.000, which was below 0.05. Therefore, H_2 is accepted, indicating that career development had a significant partial effect on organizational commitment.

DISCUSSION

1. The Effect of Work-Life Balance on Organizational Commitment

The results showed that work-life balance had a positive and significant effect on organizational commitment. This finding is related to working conditions in the palm oil mill, which operates a shift system, including night shifts. Such working arrangements may cause fatigue and reduce employees' rest and physical recovery time. Machine disruptions and shortages of technical personnel may also increase employees' workloads, particularly when the production process must continue. Proper shift arrangements, adequate rest periods, and an appropriate distribution of workloads can help employees maintain a balance between their work and personal lives. When employees' need for rest and recovery is taken into account, they are more likely to feel valued by the company. This feeling can strengthen their emotional attachment, loyalty, and willingness to remain with the organization. This finding is consistent with Dihaq et al. (2022) and Cahyani et al. (2025), who found that work-life balance has a positive effect on organizational commitment.

2. The Effect of Career Development on Organizational Commitment

The results showed that career development had a positive and significant effect on organizational commitment. Training, transfers, and promotions provide employees with opportunities to improve their abilities and advance their careers. In factory operations, training is also needed to improve employees' technical skills in performing their duties and dealing with disruptions during the production process. Clear career development opportunities allow employees to see opportunities for growth within the company. This can increase their willingness to remain with the company and make a greater contribution. Therefore, training, transfers, and promotions should be implemented based on job

requirements and clearly defined criteria. This finding is consistent with Sutono and Hidayat (2023) and Widiatika and Anwar (2025), who found that career development affects organizational commitment.

3. The Effect of Work-Life Balance and Career Development on Organizational Commitment

The results showed that work-life balance and career development jointly had a significant effect on organizational commitment. Work-life balance helps employees manage work demands, rest periods, and personal needs. Meanwhile, career development provides employees with opportunities to improve their abilities and gain a clearer sense of career direction. When the company pays attention to employees' working conditions while also providing opportunities for development, employees are more likely to feel valued and see a future with the company. This can strengthen their attachment to the organization and their willingness to remain part of it. This finding is consistent with Hakim (2024), who found that work-life balance and career development jointly affect organizational commitment.

4. CONCLUSION

The findings indicate that work-life balance and career development play an important role in shaping the organizational commitment of operational employees at the Rimba Belian Palm Oil Mill. A balance between work demands and personal life makes employees feel that the company pays attention to their well-being, while career development opportunities give them confidence that they have opportunities to grow within the company. These conditions can strengthen employees' attachment, loyalty, and willingness to remain part of the organization. This study provides empirical evidence on the development of organizational commitment in a palm oil mill operational environment characterized by shift work and physically demanding tasks. From a practical perspective, the company should pay attention to shift arrangements, rest periods, and workload distribution, while also providing training, transfers, and promotions based on job requirements and clearly defined criteria. This study is limited to operational employees at a single palm oil mill unit and examines only work-life balance and career development. The data were also collected at a single point in time through questionnaires and therefore do not capture changes in employees' organizational commitment over time. Future studies may involve other units or companies, employ a longer observation period, and examine other variables related to organizational commitment.

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