



Impact of Career Development and Work-Life Balance on Job Satisfaction Mediated by Work Engagement Among Nurses in Kubu Raya

Liau Ie Hau ^{1*}, Hasanudin ², Ikram Yakin ³, Arman Jaya ⁴

¹⁻⁴ Faculty of Economics and Business, Universitas Tanjungpura, Indonesia 1-4; e-mail : b1021201011@student.untan.ac.id

*Corresponding Author: Liau Ie Hau, b1021201011@student.untan.ac.id

Abstract: With an emphasis on work engagement as a mediating variable, this study intends to investigate the effects of career development and work-life balance on job satisfaction among nurses in Kubu Raya, West Kalimantan. Using a quantitative methodology, structured questionnaires were used to gather data from 223 nurses, and SmartPLS software assisted in the analysis of the data using Structural Equation Modeling (SEM). Purposive sampling was used in the study, and one of the selection factors was the length of employment. The results show that work-life balance also has a positive and significant impact on work engagement, and career growth has a positive and large impact on work engagement. Furthermore, work-life balance and career advancement both directly, favorably, and significantly impact job satisfaction. Job satisfaction has been demonstrated to be favorably and significantly influenced by work engagement, which acts as a meaningful mediator. Furthermore, through work engagement, career development and work-life balance both have a positive and statistically significant mediation effect on job satisfaction.

Keywords: Career Development, Job Satisfaction, Nurses, Work Engagement, Work-Life Balance

1. Introduction

One essential component of human life and a key factor in determining a country's progress is its level of health. With nurses acting as the primary healthcare providers, the performance of healthcare professionals has a significant impact on the quality of healthcare services. Around 580,000 of the more than 1.49 million healthcare professionals in Indonesia are nurses, according to Badan Pusat Statistik (BPS). 368 nurses are spread among several medical facilities in Kubu Raya Regency, West Kalimantan. However, the distribution of health services in Indonesia is still unequal (sehatnegeriku.kemkes.go.id), which emphasizes how urgent it is to raise nursing staff members' job satisfaction and care quality.

In healthcare organizations, job happiness is essential for improving service quality, productivity, and employee retention. According to a joint poll by the Ministry of Health and (PPNI, 2021), over 52% of Indonesian nurses were unhappy with their positions. Poor work-life balance, a lack of job progression chances, and excessive workloads are all contributing causes. Nurses in Kubu Raya confront similar difficulties, including a lack of workers, high service expectations, and limited access to professional training and well-defined career pathways. Additionally, work-life imbalance is made worse by erratic shift patterns and high emotional demands, which can lead to burnout, a decline in work engagement, and a decline in job satisfaction.

The factors that influence job satisfaction have been the subject of numerous research in the human resource management profession. Research has repeatedly shown that job satisfaction has a major impact on organizational performance (Riyanto, Endri, & Herlissha, 2021); (Badrianto & Ekhsan, 2020); (PAAIS & PATTIRUHU, 2020). Quality of work life,

Received: March, 30 2025

Revised: April, 14 2025

Accepted: April, 28 2025

Published: April, 30 2025

Curr. Ver.: April, 30 2025



Copyright: © 2025 by the authors.

Submitted for possible open

access publication under the

terms and conditions of the

Creative Commons Attribution

(CC BY SA) license

([https://creativecommons.org/li](https://creativecommons.org/licenses/by-sa/4.0/)

[censes/by-sa/4.0/](https://creativecommons.org/licenses/by-sa/4.0/))

work environment, pay, and employee motivation are important elements that affect job satisfaction (Saputra, Mayasari, & Yakin, 2023); (Karsim, Susilowati, Setiawan, Syafii, & Rijal, 2023); (Jessica, Afifah, Daud, Sulistiowati, & Pebrianti, 2023). According to (Jessica et al., 2023), career development and work-life balance are also important variables in fostering job satisfaction (Suci, Karyatun, & Digidowiseiso, 2023); (Saleem, Scholar, Kamran, & Sabir, 2013). While career development shows the growth and progression chances offered by the firm, work-life balance enables individuals to handle personal and professional duties efficiently (S. & S.N., 2023).

The combined effect of professional growth and work-life balance on job satisfaction is higher than the influence of each component alone, according to research by (Kasbuntoro et al., 2020) and (Aruldoss, Kowalski, & Parayitam, 2020). Moreover, research by (Purwatiningsih & Sawitri, 2021) and (Yusli, Suhaimi, Taib, Abdullah, & Mohamad, 2023) shows that millennial workers place a high importance on professional advancement and work-life balance, both of which affect their decision to stay with a company. Furthermore, job satisfaction was emphasized by (Amelia, Heriyadi, Daud, Shalahuddin, & Sulistiowati, 2023) as a mediating factor between work-life balance, stress at work, and employee performance.

Despite the wealth of research, many studies ignore potential mediating variables in favor of concentrating largely on the direct association between these characteristics and job satisfaction. The significance of work engagement as a mediating construct that might strengthen the beneficial effects of career growth and work-life balance on job satisfaction was underlined by (Bakker & Demerouti, 2008). Vigor, devotion, and absorption are characteristics of work engagement, a crucial psychological state that explains how these antecedents affect job satisfaction.

Given the foregoing, the purpose of this study is to investigate how career development and work-life balance affect nurses' job satisfaction in Kubu Raya Regency, using work engagement as a mediating variable. By incorporating a pertinent and contextually appropriate mediator within the healthcare industry, this research modifies earlier models and offers a fresh viewpoint. The Ministry of Health, medical facilities, and human resource professionals should find the results useful in developing ways to boost job happiness and raise the general performance of Indonesian nursing professionals.

2. Literature Review

2.1 Career Development

Career development, which entails making planned and progressive adjustments to one's career path, has emerged as a critical component of a person's professional journey in recent years. Career development, according to (Mangkunegara, 2017), is the term for personnel activities that help workers plan their future careers inside a firm, allowing both the business and the individuals to reach their maximum potential. According to (Qianni Gu, 2016), successful career development enables people to match their particular professional aspirations with those of the company, which benefits both the worker and the company. Additionally, companies that support professional development see an increase in employee retention over time. Opportunities for skill development and advancement have been shown to significantly affect job satisfaction and lower employee turnover intentions (Bimas Saputra, 2022).

Numerous studies have demonstrated that career development has a significant impact on job satisfaction in a variety of industrial sectors, including manufacturing (Sabuhari, Soleman, Adam, & Abdul Haji, 2023), higher education (Permana et al., 2021), process control and instrumentation (R. Dewi & Nurhayati, 2021), and mechanical contracting (Febrianti,

Suharto, & Wachyudi, 2020). These results highlight how important good career development is for raising organizational performance and employee satisfaction. However, a study by (Reners, Harahap, & Sugiarti, 2024) found that while career development has a favorable impact, it did not have a statistically significant effect on employee work satisfaction. There is room for more research because of this discrepancy in the findings, especially in the healthcare industry. The findings of such studies may help organizations make decisions about offering resources and assistance for career development to increase worker job satisfaction.

2.2 Work-Life Balance

(Fisher, Stanton, Jolton, & Gavin, 2003) define work-life balance as the way individuals distribute their time between job-related tasks and activities outside of work. (Greenhaus, 2011) expands on this idea, stating that balance is achieved when individuals are able to meet both their professional and familial responsibilities without major conflict between the two roles. Achieving a healthy work-life balance plays a crucial role in improving overall well-being and job satisfaction, as it helps lower stress and promotes better mental health. Similarly, (Jackson & Fransman, 2018) highlight that employees who have autonomy over their work hours and can manage their personal lives effectively tend to express greater satisfaction with their jobs. In support of this, (Jessica et al., 2023) discovered that work-life balance, along with a positive and supportive work environment, has a notable impact on employee job satisfaction.

Work-life balance involves the strategies individuals use to harmonize their personal and professional obligations, and how much their work duties affect their private lives. It requires efficient management of responsibilities in both domains to sustain well-being and prevent stress and burnout. Recent studies have shown that work-life balance significantly influences job satisfaction across various fields, including the banking sector (Tenriawali, Wonua, Mutiara, Ahriani, & Umanailo, 2021), small and medium-sized enterprises (Susanto et al., 2022), and the millennial workforce (Tirta & Enrika, 2020). These findings suggest that organizations seeking to improve employee job satisfaction should prioritize the promotion of work-life balance. Supporting such equilibrium allows employees to maintain both their physical and psychological health while effectively managing the demands of work and personal life.

2.3 Work Engagement

According to (Azmy, 2022), work engagement is the term used to describe the positive attitude that employees have toward their jobs, which is demonstrated by high levels of zeal, commitment, and focus when carrying out their duties. Vigor refers to high levels of energy and mental resilience during job execution; dedication indicates a strong sense of purpose and enthusiasm toward one's professional responsibilities; and absorption represents a psychological state in which employees are deeply focused and find satisfaction in their work. Engagement at work has been demonstrated to increase output quality and productivity. It has been used more and more as a crucial variable in organizational research in recent years to look at the connections between different workplace elements. Moreover, job engagement is thought to be essential to attaining both organizational performance and employee well-being (Nurrosidah & Sopiah, 2022).

Prior research has repeatedly shown that increased work engagement has a major positive impact on employee retention and job satisfaction (Yildiz & Yildiz, 2022); (Wei et al., 2023); (Padmavathi, 2023). These results also imply that having access to professional growth and training improves workers' abilities and self-assurance, which raises their degree of engagement. By examining the viewpoints of the nursing workforce, the current study seeks to provide a deeper knowledge of how employee involvement leads to job satisfaction, particularly within the healthcare industry. Furthermore, the elements that make up job

engagement can help companies develop plans to improve worker participation and overall productivity.

2.4 Job Satisfaction

(Sutrisno, 2021) describes job satisfaction as an employee's overall attitude toward their work, which is shaped by several factors including workplace conditions, relationships with coworkers, rewards, and both physical and psychological aspects. Studies have shown that job satisfaction among healthcare professionals is closely linked to patient satisfaction and the quality of services provided. Furthermore, higher levels of job satisfaction are commonly associated with decreased employee turnover. A study by (Jaya, Rosnani, Rosnani, Fahrana, & Marumpe, 2023) found that an improved quality of work life significantly enhances job satisfaction, consequently lowering the chances of employee resignation. Strong interpersonal connections with supervisors and peers also play a vital role in boosting job satisfaction.

Access to training and opportunities for professional growth has also been shown to contribute positively to job satisfaction. Nevertheless, despite the demanding nature of their roles, many healthcare professionals express dissatisfaction with their compensation and benefits. In a variety of sectors, job satisfaction is often used as a dependent variable to better understand the effectiveness of human resource practices. This study provides a valuable opportunity for organizations to craft more targeted approaches to enhancing job satisfaction. Prior research has consistently shown that factors such as career advancement and work-life balance significantly improve job satisfaction, while work engagement is also a strong determinant (Jayasri & Annisa, 2023); (Suci et al., 2023); (Rathi & Islam, 2024); (Bocean, Popescu, Varzaru, Avram, & Iancu, 2023); (Zhang et al., 2023). Considering the considerable influence of these elements, further research has emphasized that improving job satisfaction contributes positively to employee performance (Hendri, 2019). As such, this study seeks to investigate how these key independent variables affect job satisfaction within the healthcare sector. The anticipated findings aim to contribute to the human resource management field and assist organizations in developing effective strategies to raise job satisfaction and reduce turnover rates.

2.5 Research Hypothesis

The hypotheses proposed in this study are as follows:

1. H1: Career development positively and significantly influences employees' level of work engagement.
2. H2: Work-life balance positively and significantly influences employees' level of work engagement.
3. H3: Career development positively and significantly influences employees' level of job satisfaction.
4. H4: Work-life balance positively and significantly influences employees' level of job satisfaction.
5. H5: Work engagement positively and significantly influences employees' level of job satisfaction.
6. H6: Work engagement serves as a mediating variable in the link between career development and job satisfaction.
7. H7: Work engagement serves as a mediating variable in the link between work-life balance and job satisfaction.

3. Research Methods

In order to evaluate the cause and effect links among the variables under investigation career growth, work-life balance, work engagement, and job satisfaction this study uses a quantitative research methodology with a causal-associative approach. The use of numerical

data gathered from respondents allows for statistical and objective hypothesis testing, which is why a quantitative method is chosen (Hair Jr., Hult, Sarstedt, Danks, & Ray, 2021).

Nurses employed by hospitals and other healthcare facilities in Kubu Raya Regency, West Kalimantan, make up the study's population. The Slovin formula, which is frequently used in large-population research to effectively predict sample requirements, was used to establish the sample size. This computation led to a final sample size of 223 responders.

Purposive sampling combined with a non-probability sampling technique was used. The requirements for inclusion were: (1) nurses working in Kubu Raya Regency healthcare facilities as civil workers (Aparatur Sipil Negara/ASN) and (2) having at least one year of work experience. This method was chosen to guarantee that the sample closely matched the goals of the study (Hair Jr. et al., 2021).

A closed ended survey that was disseminated online using Google Forms across multiple social media platforms was used to gather data. A five point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree," was used in the survey. Each variable was measured by the items, which were created using theoretical indications that had been shown accurate in earlier research.

Outer loading, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha were used to evaluate the validity and reliability of the instrument. SmartPLS 4 software was used for analysis. With outer loading values above 0.7, AVE values above 0.5, and both composite reliability and Cronbach's Alpha above 0.7, the findings verified that every construct satisfied the requirements for validity and reliability (Hair Jr. et al., 2021).

Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method was used to analyze the data. SEM-PLS was chosen because it works well with sample sizes larger than 200 respondents and is appropriate for complex research models and non-normal data distributions (Hair Jr. et al., 2021). Evaluation of the measurement model, structural model, and significance testing of the proposed correlations between variables were all part of the analysis process.

4. Results and Discussion

4.1 Outer Loading

Table 1. Outer Loading

Variabel	Item	Outer Loading (>0.7)
Career Development	CD1	0.709
	CD2	0.797
	CD3	0.744
	CD4	0.799
	CD5	0.775
Job Satisfaction	JS1	0.764
	JS2	0.713
	JS3	0.707
	JS4	0.767
	JS5	0.716
	JS6	0.789
	JS7	0.738
Work Engagement	WE1	0.878
	WE2	0.876
	WE3	0.717
Work-Life Balance	WLB1	0.857
	WLB2	0.791
	WLB3	0.744

Source: data processed, 2025

The findings indicate that all indicators meet the validity criteria, confirming their feasibility for research purposes and subsequent analytical procedures.

4.2 Composite Reliability

Table 2. Composite Reliability

Constructs	Composite Reliability (>0.7)
Career Development	0.876
Job Satisfaction	0.896
Work Engagement	0.866
Work-Life Balance	0.841

Source: data processed by the autor (2025)

Based on the table above, it is evident that each construct falls within the acceptable category and meets the criteria for assessing the reliability of the outer model, as indicated by composite reliability values >0.7.

4.3 Average Variance Extracted

Table 3. Average Variance Extracted (AVE)

Constructs	AVE (>0.5)
Career Development	0.586
Job Satisfaction	0.552
Work Engagement	0.684
Work-Life Balance	0.638

Source: data processed, (2025)

As shown in the table above, the average variance extracted (AVE) for each construct in the final model >0.5, indicating that the proposed structural equation model satisfies the requirements for convergent validity.

4.4 Cronbach's Alpha

Table 4. Cronbach's Alpha

Constructs	Cronbach's Alpha (>0.7)
Career Development	0.823
Job Satisfaction	0.864
Work Engagement	0.766
Work-Life Balance	0.715

Source: data processed, 2025

The results of the reliability testing for all variable instruments indicate that the Cronbach's alpha values >0.7, thereby confirming that all variables employed in this study are reliable.

4.5 Structural Model Evaluation (Inner Model)

4.5.1 R-Square

Table 5. R SQUARE

Constructs	R-square	R-square adjusted
JOB SATISFACTION	0.893	0.891
WORK ENGAGEMENT	0.753	0.750

Source: data processed, 2025

The R-squared and modified R-squared values for work engagement and job satisfaction are shown in Table 5. With an R-squared value of 0.893 for job satisfaction, the model accounts for 89.3% of the variation in job satisfaction. In contrast, Work Engagement's R-squared score is 0.753, indicating that the model accounts for 75.3% of the variance in Work Engagement. With slightly lower adjusted R-squared values for Job Satisfaction and Work

Engagement (0.891 and 0.750, respectively), it is clear that the model is still able to adequately explain the variance in both categories even with a comparatively high number of independent variables. All things considered, these numbers show that the model has a high capacity to explain both variables.

4.5.2 Direct Effect Test

Table 6. PATH COEFFICIENT

				Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values
Career Development Satisfaction	->	Job		0.610	0.613	0.044	13.719	0.000
Career Development Engagement	->	Work		0.440	0.442	0.067	6.542	0.000
Work Engagement Satisfaction	->	Job		0.122	0.121	0.055	2.220	0.026
Work-Life Balance Satisfaction	->	Job		0.258	0.256	0.045	5.760	0.000
Work-Life Balance Engagement	->	Work		0.466	0.464	0.067	7.011	0.000

Source: data processed 2025

Table 6 presents the hypothesis testing results that examine the relationships among variables in the research model, including Career Development (CD), Work-Life Balance (WLB), Work Engagement (WE), and Job Satisfaction (JS). All tested relationships yielded significant results with p-values less than 0.05. Career Development exhibits a significant positive relationship with both Work Engagement (coefficient = 0.440) and Job Satisfaction (coefficient = 0.610), accompanied by high t-statistic values, indicating strong associations. Similarly, Work-Life Balance significantly influences Work Engagement (coefficient = 0.466) and Job Satisfaction (coefficient = 0.258). The relationship between Work Engagement and Job Satisfaction is also significant (coefficient = 0.122), although weaker compared to the other relationships. Overall, these findings demonstrate that the variables tested exert significant effects on each other within this research model. Based on the table above, the following findings are observed:

a. Career Development and Work Engagement

According to the data analysis, nurses' job engagement in Kubu Raya Regency is positively and significantly increased by career development. In other words, nurses are more engaged in carrying out their responsibilities when they receive more assistance for career development. This result is consistent with a study by (Sun & Cheng, 2021) that found a favorable correlation between work engagement and career progression. Given that the majority of respondents have more than five years of work experience and are in the productive age range, indicating their readiness to advance professionally within the nursing career in Kubu Raya Regency, it emphasizes the significance of career development as an endeavor to enhance competence, motivation, and job loyalty.

b. Work-Life Balance and Work Engagement

On the other hand, research has shown that work-life balance exerts a positive and statistically significant influence on the work engagement of nurses in Kubu Raya Regency. This indicates that when individuals perceive a stronger equilibrium between their professional duties and personal lives, their level of engagement at work tends to rise. These findings align with those of (Wijaya & Soeharto, 2021) and (N. S. Dewi & Rozana, 2024) who also concluded that work-life balance has a beneficial and meaningful effect on employee engagement. Such results reinforce the notion that maintaining a healthy division between work responsibilities and personal life not only contributes to psychological and physical well-

being but also enhances individuals' capacity to respond effectively to workplace challenges and opportunities. Considering that the majority of participants are married, it highlights that nurses in this region often manage both career and family roles, making the presence of work-life balance especially significant in their context.

c. Career Development and Job Satisfaction

Career development also demonstrates a positive and significant influence on job satisfaction. When organizations provide opportunities for employees to grow and develop professionally through training, skill enhancement programs, and promotion prospects, employees tend to feel valued and supported by the organization. Such support fosters a sense of achievement and clear career direction, ultimately enhancing job satisfaction. This is evident from the respondents' characteristics, where most have higher education and over five years of work experience, indicating that nurses are at a career stage that requires clear developmental guidance and greater professional growth opportunities. Consequently, when organizations offer training, skill improvement, and promotion opportunities, nurses feel appreciated and supported, which directly contributes to increased job satisfaction. These findings are consistent with those of (Nami Nasution, Mariatin, & Zahreni, 2018) and (Suryadani, 2016), who reported that career development has a positive and significant effect on job satisfaction.

d. Work-Life Balance and Job Satisfaction

Furthermore, work-life balance shows a positive and significant effect on job satisfaction. This finding aligns with studies by (Rahmawati & Gunawan, 2020) and (Hasan & Teng, 2017), which also concluded that work-life balance significantly contributes to enhancing job satisfaction. It implies that when employees effectively manage their time between work responsibilities and personal life, they tend to feel more satisfied with their work conditions. A good balance helps reduce pressure and stress, as employees can meet personal and family needs without compromising their job performance.

e. Work Engagement and Job Satisfaction

Finally, it has been established that work engagement has a positive and significant effect on job satisfaction. Employees who are deeply involved in their work typically show greater motivation, higher energy, and a strong sense of dedication to their tasks. This heightened engagement not only boosts their individual performance but also deepens their emotional connection to both their role and the organization. Among nurses, those with elevated levels of work engagement often view their jobs as meaningful and fulfilling, which in turn increases their overall satisfaction at work. These conclusions are supported by findings from (Moura, Orgambidez, & Jesus, 2015) as well as (Upe & Thaha, 2023), both of whom found that work engagement contributes positively and significantly to job satisfaction. Essentially, when employees are fully engaged, they are more likely to align themselves with the organization's values and objectives, leading to greater satisfaction with their roles and work environment.

4.6 Indirect Effect Test

Table 7. SPECIFIC INDIRECT EFFECTS

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
Work-Life Balance	0.057	0.056	0.027	2.136	0.033
-> Work Engagement					
-> Job Satisfaction					
Career Development	0.054	0.054	0.027	1.997	0.046
-> Work Engagement					
-> Job Satisfaction					

Source: data processed, 2025

Table 7 displays the outcomes of the mediation analysis, focusing on two pathways where Work Engagement acts as a mediating factor specifically between Career Development and Job Satisfaction, and between Work-Life Balance and Job Satisfaction. Both mediation paths show positive and statistically significant effects, with T-statistic values above the critical threshold of 1.96 and corresponding p-values of 0.046 and 0.033. These findings suggest that Work Engagement significantly mediates the impact of both Career Development and Work-Life Balance on Job Satisfaction. This highlights the pivotal function of Work Engagement in connecting these two independent variables with Job Satisfaction, reinforcing its importance in the overall model. Based on the table above, the following findings are observed:

a. Career Development, Work Engagement, and Job Satisfaction

In addition, the results of this study reveal that work engagement plays a mediating role in the connection between career development and job satisfaction. This means that enhancements in career development can foster increased levels of work engagement, which subsequently lead to higher job satisfaction. This outcome is especially significant considering the profile of the respondents most of whom possess advanced educational backgrounds and over five years of professional experience suggesting an inherent drive for career advancement and meaningful participation in their roles. These findings align with research by (Al Rinadra et al., 2023), which confirmed that career development has a positive and significant effect on work engagement. Similarly, (Sayekti, 2018) found that work engagement has a substantial influence on job satisfaction. Therefore, work engagement can be seen as a key intermediary that channels the positive effects of career development into enhanced employee job satisfaction.

b. Work-Life Balance, Work Engagement, and Job Satisfaction

Likewise, the relationship between job satisfaction and work-life balance is mediated by work engagement. According to the research, when workers are able to strike a healthy balance between their personal and professional life, their work engagement increases, which in turn boosts their job happiness. It is probable that nurses in the study have two duties at work and at home because the majority of them are married. In order for nurses to stay motivated and focused during working hours, which in turn improves their engagement with their profession and eventually raises their overall job satisfaction, it is imperative that work-life balance be maintained. These findings are in line with those of the study by (Ramadhan & Budiono, 2023), which confirmed that work engagement has a positive and significant impact on job satisfaction, and the findings of (Rudini, Prasetyo, & Febriani, 2024), who reported that work-life balance positively and significantly influences work engagement. Therefore, a key mechanism via which work-life balance enhances employee job satisfaction is work engagement.

5. Conclusions and Recommendation

5.1 Conclusion

This study shows that among nurses in Kubu Raya Regency, career growth and work-life balance significantly and favorably affect work engagement and job satisfaction. Job satisfaction rises as a result of improved employee engagement brought about by successful career development and a healthy work-life balance. Higher levels of engagement reinforce the beneficial impacts of career development and work-life balance on job satisfaction, as evidenced by the confirmation of work engagement as a significant mediating variable in these relationships. With R-squared values of 75.3% for work engagement and 89.3% for job satisfaction, the study model demonstrates excellent explanatory power. These results highlight the significance of establishing work-life balance and planned career development

programs as integrated strategies to enhance the performance and well-being of healthcare workers, especially in the primary care industry.

5.2 Suggestion

Given that work engagement and job satisfaction have been demonstrated to be greatly influenced by both work and personal life, it is advised that nurses in Kubu Raya Regency actively engage in career development programs and maintain a healthy work-life balance. Additionally, it is critical for nurses to develop a strong emotional commitment to their work, as work engagement has been identified as a major mediating variable. The limitations of the study, especially its concentration on nurses employed in primary healthcare services in a single region, are also taken into consideration when making these suggestions. To guarantee that the advantages of this research are realized and can be successfully incorporated into their everyday work context, nursing practitioners must directly apply these findings.

References

- J. A. M. Fiandari, R. Y. M. Kasim, and R. S. Putra, "The impact of servicescape on customer loyalty: Evidence from Indonesian quick-service restaurants," *Journal of Business and Retail Management Research*, vol. 13, no. 4, pp. 139–150, 2019.
- A. Aruldoss, K. Kowalski, and S. Parayitam, "The relationship between quality of work life and work life balance mediating role of job stress, job satisfaction and job commitment: evidence from India," *J. Adv. Manag. Res.*, ahead-of-print, 2020. [Online]. Available: <https://doi.org/10.1108/JAMR-05-2020-0082>
- A. Azmy, "How Great are Implication Factors for Employee Engagement in Application-Based Technology Company?," *Binus Bus. Rev.*, vol. 13, no. 2, pp. 119–132, 2022. [Online]. Available: <https://doi.org/10.21512/bbr.v13i2.7932>
- A. B. Bakker and E. Demerouti, "Towards a Model of Work Engagement," *Career Dev. Int.*, vol. 13, pp. 209–223, 2008. [Online]. Available: <https://doi.org/10.1108/13620430810870476>
- A. Barreda, C. Bilgihan, F. Nusair, and K. Okumus, "Online branding: Development of hotel branding through interactivity theory," *Tourism Management*, vol. 57, pp. 180–192, 2016.
- A. E. Wong, "Customer satisfaction in the hotel industry: A review of the literature and research agenda," *International Journal of Hospitality Management*, vol. 18, no. 1, pp. 1–20, 1999.
- A. Jaya et al., "Turnover Intention: is it Influenced by Quality of Work Life and Job Satisfaction as a Mediator?," *South Asian Res. J. Bus. Manag.*, vol. 5, no. 6, pp. 179–187, 2023. [Online]. Available: <https://doi.org/10.36346/sarjbm.2023.v05i06.002>
- A. Nurrosidah and S. Sopiah, "Work Engagement: A Systematic Literature Review and Bibliometric Analysis," *ETNIK: J. Ekon. Dan Tek.*, vol. 1, no. 11, pp. 757–767, 2022. [Online]. Available: <https://doi.org/10.54543/etnik.v1i11.126>
- A. P. Mangkunegara, *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosdakarya, 2017.
- C. A. Higgins and S. R. Shanklin, "Understanding customer loyalty in a service environment: The role of customer satisfaction and service quality," *Journal of Hospitality and Leisure Marketing*, vol. 10, no. 1–2, pp. 31–50, 2003.
- C. G. Bocean, L. Popescu, A. A. Varzaru, C. D. Avram, and A. Iancu, "Work-Life Balance and Employee Satisfaction during COVID-19 Pandemic," *Sustainability*, vol. 15, no. 15, pp. 1–15, 2023. [Online]. Available: <https://doi.org/10.3390/su151511631>
- D. Harris and B. Ezech, "Servicescape and loyalty intentions: An empirical investigation," *Marketing Intelligence & Planning*, vol. 30, no. 4, pp. 349–366, 2012.
- D. Moura, A. Orgambidez, and S. Jesus, "Psychological Empowerment and Work Engagement as Predictors of Work Satisfaction: A Sample of Hotel Employees," *J. Spat. Organ. Dyn.*, vol. III, pp. 125–134, 2015.
- D. Ryu and S. S. Jang, "The effect of environmental perceptions on behavioral intentions through emotions: The case of upscale restaurants," *Journal of Hospitality and Tourism Research*, vol. 31, no. 1, pp. 56–72, 2007.
- Dasih Kasbuntoro et al., "Work-Life Balance and Job Satisfaction: A Case Study of Employees on Banking Companies in Jakarta," *Int. J. Control Autom.*, vol. 13, pp. 439–451, 2020.
- E. B. Saputra, "The Effect Career Development and Rewards on Job Satisfaction (Study of Human Resource Management Literature)," *Int. J. Adv. Multidiscip.*, vol. 1, no. 2, pp. 133–142, 2022. [Online]. Available: <https://doi.org/10.38035/ijam.v1i2.71>
- F. N. Nasution, E. Mariatin, and S. Zahreni, "The Influence of Career Development and Organizational Culture on Employee Performance," *Int. J. Sci. Res. Manag.*, vol. 6, no. 1, pp. 57–65, 2018. [Online]. Available: <https://doi.org/10.18535/ijssrm/v6i1.el09>
- F. R. Amelia, H. Heriyadi, I. Daud, A. Shalahuddin, and S. Sulistiowati, "Influence of work-life balance and job stress to employee performance mediated by job satisfaction on millennial employees," *Enrichment: Journal of Management*, vol. 13, no. 5, pp. 3066–3081, 2023. [Online]. Available: <http://enrichment.iocspublisher.org/index.php/enrichment/article/view/1745>
- G. M. Fisher, J. M. Stanton, J. A. Jolton, and J. Gavin, "Modeling the relationship between work/life balance and organizational outcomes," in *Annu. Conf. Soc. Ind.-Organ. Psychol.*, 2003, pp. 1–30.
- H. Baker, "The role of the environment in marketing services: The consumer perspective," in *The Service Challenge: Integrating for Competitive Advantage*, J. A. Czepiel, C. A. Congram, and J. Shanahan, Eds., Chicago: American Marketing Association, 1987, pp. 79–84.
- H. Ha and S. Jang, "Perceived justice, satisfaction, and behavioral intentions in the foodservice industry," *International Journal of Hospitality Management*, vol. 28, no. 3, pp. 319–327, 2009.

- H. J. Han and W. Hyun, "Impact of hotel-restaurant image and quality of physical-environment, service, and food on satisfaction and intention," *International Journal of Hospitality Management*, vol. 29, no. 3, pp. 520–529, 2010.
- J. Choi and S. Kandampully, "The effect of atmosphere on customer loyalty intentions in upscale restaurants: An application of SOR paradigm," *International Journal of Hospitality Management*, vol. 36, pp. 115–125, 2014.
- J. F. Hair Jr., G. T. M. Hult, M. Sarstedt, N. P. Danks, and S. Ray, *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Springer Nature, 2021.
- J. Greenhaus, "Work-Family Balance: A Review and Extension of the Literature," in *Handbook of Occupational Health Psychology*, 2011, pp. 183–265.
- J. J. Cronin, M. K. Brady, and G. T. M. Hult, "Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments," *Journal of Retailing*, vol. 76, no. 2, pp. 193–218, 2000.
- J. Lee and H. Jeong, "Effects of servicescape on perceived service quality, satisfaction, and behavioral outcomes in public service facilities," *Journal of Asian Architecture and Building Engineering*, vol. 21, no. 1, pp. 247–260, 2022.
- J. Oliver, "Cognitive, affective, and attribute bases of the satisfaction response," *Journal of Consumer Research*, vol. 20, no. 3, pp. 418–430, 1993.
- K. Karsim et al., "The Nurturing Job Satisfaction: Social Interactions and Work Environment via Empowering Motivation," *J. Inform. Ekon. Bisnis*, vol. 5, pp. 772–778, 2023. [Online]. Available: <https://doi.org/10.37034/infec.v5i3.645>
- K. Lin and T. Mattila, "Restaurant servicescape, service encounter, and perceived congruity on customers' emotions and satisfaction," *Journal of Hospitality Marketing & Management*, vol. 19, no. 8, pp. 819–841, 2010.
- K. N. Lemon and P. C. Verhoef, "Understanding customer experience throughout the customer journey," *Journal of Marketing*, vol. 80, no. 6, pp. 69–96, 2016.
- L. Bilgihan, "Gen Y customer loyalty in online shopping: An integrated model of trust, user experience and branding," *Computers in Human Behavior*, vol. 61, pp. 103–113, 2016.
- L. Jackson and E. Fransman, "Flexi work, financial well-being, work-life balance and their effects on subjective experiences of productivity and job satisfaction of females in an institution of higher learning," 2018. [Online]. Available: <https://doi.org/10.13140/RG.2.2.28256.99843>
- M. Al Rinadra et al., "Analisis Manajemen Talenta, Pengembangan Karir, dan Pengembangan Talenta Terhadap Kinerja Karyawan (Tinjauan Literatur)," *JIMT - Jurnal Ilmu Manajemen Terapan*, no. 6, pp. 753–767, 2023. [Online]. Available: <https://creativecommons.org/licenses/by/4.0/>
- M. Brady and J. Cronin, "Some new thoughts on conceptualizing perceived service quality: A hierarchical approach," *Journal of Marketing*, vol. 65, no. 3, pp. 34–49, 2001.
- N. A. B. B. Hasan and L. S. Teng, "Work-Life Balance and Job Satisfaction among Working Adults in Malaysia: The Role of Gender and Race as Moderators," *J. Econ. Bus. Manag.*, vol. 5, no. 1, pp. 18–24, 2017. [Online]. Available: <https://doi.org/10.18178/joebm.2017.5.1.478>
- N. Ali and D. Amin, "The impact of physical environment on customer satisfaction in fast food restaurants," *International Journal of Management and Marketing Research*, vol. 8, no. 1, pp. 1–10, 2015.
- N. Jessica et al., "The Effect of Work Environment and Work-life Balance on Job Satisfaction: Work Stress as a Mediator," *J. Econ. Manag. Trade*, vol. 29, no. 1, pp. 54–65, 2023. [Online]. Available: <https://doi.org/10.9734/jemt/2023/v29i11074>
- N. S. Dewi and A. Rozana, "Pengaruh Work Life Balance terhadap Work Engagement pada Perawat Lansia," *Bandung Conf. Ser.: Psychol. Sci.*, vol. 4, no. 1, pp. 7–14, 2024. [Online]. Available: <https://doi.org/10.29313/bcsps.v4i1.9717>
- N. T. Febrianti, S. Suharto, and W. Wachyudi, "The Effect of Career Development and Motivation on Employee Performance Through Job Satisfaction in Pt Jabar Jaya Perkasa," *Int. J. Bus. Soc. Sci. Res.*, pp. 25–35, 2020. [Online]. Available: <https://doi.org/10.47742/ijbssr.v1n2p3>
- R. Dewi and M. Nurhayati, "The Effect of Career Development on Turnover Intention with Job Satisfaction and Organizational Commitment as Mediators, Study at PT Control Systems Arena Para Nusa," *Eur. J. Bus. Manag. Res.*, vol. 6, pp. 11–18, 2021. [Online]. Available: <https://doi.org/10.24018/ejbmr.2021.6.4.918>
- R. I. A. Jayasri and I. T. Annisa, "Effect of Workload and Career Development on Turnover Intention through Job Satisfaction as Variable Mediator," *Res. Bus. Manag.*, vol. 1, no. 1, pp. 10–20, 2023. [Online]. Available: <https://doi.org/10.58777/rbm.v1i1.19>
- R. Ladhari, "A review of twenty years of SERVQUAL research," *International Journal of Quality and Service Sciences*, vol. 1, no. 2, pp. 172–198, 2009.
- S. Bitner, "Servicescapes: The impact of physical surroundings on customers and employees," *Journal of Marketing*, vol. 56, no. 2, pp. 57–71, 1992.
- S. Jang and D. Namkung, "Perceived quality, emotions, and behavioral intentions: Application of an extended Mehrabian–Russell model to restaurants," *Journal of Business Research*, vol. 62, no. 4, pp. 451–460, 2009.
- S. Wakefield and J. Blodgett, "Customer response to intangible and tangible service factors," *Psychology & Marketing*, vol. 16, no. 1, pp. 51–68, 1999.
- Y. Badrianto and M. Ekhsan, "Effect of work environment and job satisfaction on employee performance in PT. Nesinak Industries," 2020.
- Y. Chang, C. Yu, and J. Lu, "Persuasive messages, popularity cohesion, and message diffusion in social media marketing," *Journal of Business Research*, vol. 68, no. 4, pp. 777–782, 2015.