

**The Effect of Work Life Balance and Career
Development on Employee Productivity (Case Study of
the Medan Regional Office of AJB Bumiputera 1912)**

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Abstract

When employees are able to maintain a balance between work and personal life, their productivity increases. Professional development is known to have a negative and low impact on employee productivity. The purpose of this study is to investigate how work-life balance and professional development influence the productivity of AJB Bumiputera 1912 Medan Regional Office employees. In associative research, this type of research uses quantitative methods. The study population included his 66 workers, providing a representative sample of the total population. Multiple regression analysis using SPSS 26.0. The results showed that career development and work-life balance have a positive and significant impact on the productivity of workers in AJB Bumiputera 1912 Medan Regional Office. Career development and work-life balance simultaneously influence the productivity of AJB Bumiputera 1912 Medan Regional Office employees. This indicates that the Medan regional office of AJB Bumiputera 1912 needs to pay special attention to work-life balance and professional development to improve employee productivity.

Keywords: Work Life Balnce, Career Development, Work Productivity

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Introduction

Employee labor productivity is an important topic to discuss within a company, as it is closely related to the quality of human resources (HR). Productivity is not everything, but in the long run it is everything. Improving employee performance is a must for companies to improve performance requirements over time (Djirimu, 2021). Companies can produce more products and services with relatively fewer workers thanks to increased productivity. However, there are still insurance companies that have not been able to increase the work productivity of their employees. Coupled with continued low interest rates, many insurance companies are unable to recover their capital costs. Insurance companies have high and increasing expense ratios, and their production capabilities are not increasing. Productivity is closely related not only to the quality of work, but also to the company's performance and competitiveness. For this reason, insurance companies are evaluated by the number of contracts per insurance company with a certain quality. The amount of labour employed and the amount produced are the units needed to measure employee labour productivity in general (Supendy & Harsum, 2018).

Table 1. Policy Sales of AJB Bumiputera 1912 Medan Regional Office

Month	Sales	Headcount Of Marketers	Work Productivity
January	268,647	66 People	407041%
February	229,064	66 People	347067%
March	240,959	66 People	365089%
April	134,696	66 People	204085%
May	87,836	66 People	133085%
June	1,121,149	66 People	1698711%
July	1,043,558	66 People	1581148%
August	81,835	66 People	123992%
September	46,810	66 People	70924%
October	52,688	66 People	79830%
November	41,037	66 People	62177%
December	77,582	66 People	117548%

Source: Performance Report January-December 2023 Medan Regional Office AJB Bumiputera Year 2023

Based on table 1, it can be seen that the work productivity of employees of the AJB Bumiputera 1912 Wilayah Office in 2023 experienced a fluctuating trend (up and down). This happened because of liquidity pressure or delayed payment of customer claims, then the OJK supervised the AJB Bumiputera 1912 General Insurance Company, during OJK supervision made several decisions in handling the company's liquidity, one of which was to terminate the licence of several insurance product sales at the AJB Bumiputera 1912 General Insurance Company.

Low employee productivity can be influenced by several factors, one of which is work life balance. Not fulfilling work life balance can reduce employee

productivity. Working too long can cause physical and mental fatigue. Thus causing a lack of concentration and a tendency to make frequent mistakes. Mistakes cause work to take longer to complete, which in turn has an impact on employee performance and affects company operations. Marianna explained another impact that stress due to overwork can lead to various health problems, such as heart disease, diabetes, memory impairment, sleep disorders, and even depression (Nurmilah 2021). Work life balance in insurance companies is often difficult to achieve because employees have difficulty serving customers who come to the company, meet with customers with uncertain times and must achieve policy sales targets. So that employees have difficulty in balancing their personal lives with work. The AJB Bumiputera 1912 company is now under OJK supervision, during supervision the company can only sell a few insurance products, while employees are required to achieve sales targets, so that it can have an impact on the psychological condition of employees, where employees may feel frustrated or depressed. Therefore, employee work life balance is very important to be implemented in the company. If a worker's work life balance improves, their productivity at work will increase (S. & S.N., 2021).

Another cause that affects how effectively employee productivity works is career growth. Every company must be looking for talented and qualified human resources who meet their standards, but sometimes these standards are not in line with the current state of the company. Many employees are highly qualified when they are hired, but once they join the company, they fail to meet the company's expectations. Companies usually give new employees a probationary period at the beginning of their working year, where they are given the opportunity to explore themselves based on the given job description. At this time, self-development is a good place for employees to start sustainability. However, there is a phenomenon where employees do not feel any improvement even after working for more than a year. The lack of worker productivity may decrease because employees feel a lack of opportunity to develop their careers (Ivan, 2023). For this reason, so that career development can run maximally, all companies must equip their employees with good and systematic career development. In the insurance company AJB Bumiputera 1912, which was established 109 years ago, which of course has had a lot of experience faced, especially in employee career development, but there are still employees who have not mastered their field of work, so that their careers do not develop. Therefore, the company needs to monitor the professional development of its employees, through training in accordance with the field of work. The company must be consistent and fair in developing employee careers so that employee productivity will increase.

Based on the above discussion, it can be seen that AJB Bumiputera 1912 company needs to pay attention to the work-life balance of its employees. When employees are able to maintain a balance between work and personal life, their productivity increases. Previous research has found that work-life balance has a direct but small impact on employee productivity. It is important to prioritise career development in addition to work-life balance (Kristin, 2017). Further research found that career development has a negative and small impact on employee productivity. So this study aims to determine whether work life balance affects employee productivity at AJB Bumiputera 1912 Medan Regional Office; whether career development affects employee productivity at AJB Bumiputera 1912 Medan

Regional Office; and whether career development and work-life balance simultaneously affect employee productivity at AJB Bumiputera 1912 Medan Regional Office. This is the reason researchers are interested in conducting this research (Kholifah, 2022).

Employee labour productivity

Employee labour productivity often refers to the relationship between actual output and factual or tangible results in the form of commodities or services. "Employee labour productivity" includes positive mental traits such as drive, self-control, professionalism, originality, and inventiveness, as well as the ratio of output to all inputs, or resources used (Candra Wijaya, 2021). effectiveness within the confines of the office.

If an employee has fulfilled the employer's requirements and is paid within the specified time limit, they are entitled to exercise their rights without interference (Aslina et al., 2022). As the following hadith:

عن عبدالله بن عمر رضي الله عنهما قال: قَالَ رَسُولُ اللَّهِ صَلَّى اللَّهُ عَلَيْهِ وَسَلَّمَ: " أَعْطُوا الْأَجِيرَ أَجْرَهُ قَبْلَ أَنْ يَجِفَّ عَرْقُهُ

Meaning: "From Abdullah bin Umar radliyallahu anhum said, the Messenger of Allah sallallahu alaihi wasallam said Give wages to workers before their sweat is dry." (HR Ibn Majah) (Online, n.d.).

Based on the hadith above, according to the scholars, the wage is the result of his body's work and brings profit. As well as the fulfilment of the worker's rights immediately after the work is completed and the payment of monthly salaries as agreed. This means that if the employee accelerates his work, then his wages will also be accelerated according to the mutual agreement. However, if the employee leaves work without a clear reason and without carrying out the work agreed upon, then the employer has the right not to pay wages, in accordance with the principle of rights. As long as the employee works according to the agreement, the employer has no right to deny the employee's rights (Nuraini et al., 2021).

Productivity can be described as a comparison between the results given and the fulfilment obtained through the contributions made. But because not all productivity can be ascertained by comparing inputs and outputs, productivity is more than that (Putri et al., 2023). Productivity also looks at the attitudes and actions of employees. In addition to quantitative characteristics, productivity improvement can also be seen from qualitative characteristics (M Iqbal Nawawi, Fauzi Arif Lubis, 2023).

According to Sondang P. Siagian (2008: 30) in (Abdullah, 2016) states that employee work productivity has three indicators, namely:

- a. The work capacity that a business expects from its workers, including whether they can complete their tasks in a manner that meets the company's requirements, is referred to as the quality of employee output.
- b. The quantity of work a person produces is one indicator of their capacity to produce enough work to meet the organisation's requirements.
- c. Work Time Work time is the level of understanding in carrying out tasks and knowledge of the difficulties involved.

Work Life Balance

The ability to balance work with personal and family obligations is known as work-life balance. It is very important for every employee to achieve a work-life balance that balances work and family commitments (Alfansi et al., 2020). Work life balance is the ability to foster employee loyalty, maintain a supportive and healthy work environment, and enable employees to balance work, personal responsibilities, and can increase productivity (Hilman et al., 2022).

The human ability to modify the workplace and fulfil personal demands is known as work-life balance. Today's workplace is full of expectations and adjustments. For a specialist, the boundaries between the world of work and personal needs are quite blurred, with many demands from social, family, professional, and individual sources that must be managed with control (Caniago, 2021). The definition of balance in Islam can be found in Surah Al Qashas verse 77 in the Qur'an.

وَابْتَغِ فِيمَا آتَاكَ اللَّهُ الدَّارَ الْآخِرَةَ وَلَا تَنْسَ نَصِيبَكَ مِنَ الدُّنْيَا وَأَحْسِنْ كَمَا أَحْسَنَ اللَّهُ إِلَيْكَ وَلَا تَبْغِ الْفُسَادَ فِي
الْأَرْضِ إِنَّ اللَّهَ لَا يُحِبُّ الْمُفْسِدِينَ

It means: "And, seek in what Allah has bestowed upon you (the reward) of the Hereafter, but do not forget your share in the world. Do good (to others) as Allah has done good to you and do not cause corruption in the earth, for Allah does not like those who cause corruption" (Al-Qur'an Kemenang, n.d.).

Based on the verse above, it is confirmed that we are not allowed to focus too much on the life of the world to forget the life of the hereafter, but we should balance the two in accordance with the prayers we often pray to Allah SWT (Syamsuri et al., 2024). Humans only pay attention to the world. Therefore, use some of your wealth only in the way of Allah, and try to use the wealth obtained in this world to gain wealth in the hereafter. Don't spend your wealth only for your own desires for doing so, use your wealth in the way of Allah, then have fun, but don't pry into your religion, and don't ruin your afterlife with pride and pride. yours and always sin until you forget that Allah is Merciful (Ima Rahmawati, Hana Lestari, 2022).

Hence, it can be concluded that the concept of work-life adjust may be a concept based on the individual's acknowledgment that work and family life ought to not be seen as competing needs. In any case, as a complementary element in a all encompassing life. This may be achieved by implementing an approach that's planned as a two-way approach conjointly considers the wants of the worker and the person (Gichana And Ombui (Phd) 2022).

According to Hudson, 2005 in (Arifin & Muharto, 2022), there are three indicators that show work life balance, namely:

- a. Time balance. Pay attention to the harmony between work and recreation. "Time balance" is the idea of how much time a person has for work and play. One useful strategy to balance work and leisure time well is time management.
- b. Balance of Engagement. Paying attention to psychological balance when participating in work and non-work roles so that employees can enjoy their time and participate in social activities physically, and emotionally.
- c. Satisfaction balance. Pay attention to the harmony that develops between one's personal and professional satisfaction. A person will feel satisfied if

they are able to adjust effectively to their demands both on and off the job. Relationships between colleagues, the volume and quality of work achieved, and family dynamics demonstrate this.

Career Development

Making decisions regarding one's career that will benefit the organization and other affected employees becomes easier when career planning is done. Employees who want to develop professionally by reaching their full potential and showing their best in their career (Rambe & Harahap, 2022). Career headway can be a course of action of errands in an affiliation that licenses agents to develop their careers, and the affiliation plays an extremely basic portion in individual career advancement (Deanida Pratiwi & Poerwita Sary, 2023). According to Thomas H Stone in (Supendy & Harsum, 2018) Career development is an arrangement of positions or jobs held by a person over a generally long period of time, usually ten years or more.

Allah says in Surah Al Insyirah verse 7:

فَإِذَا فَرَغْتَ فَانصَبْ

Meaning: "When you have finished (with a virtue), keep working hard (for another virtue)" (Al-Qur'an Kemenang, n.d.).

The above verse implies that all human endeavours must be properly concentrated and coordinated if humans are to fulfil their potential, achieve their goals, and obey God. This is because on the Day of Judgement, humans will be held accountable for all their actions (Muh. Rory Prayogi Syam, 2020).

Indicators of career development according to Wahyudi, 2002 in (Asepta & Maruno, 2017) include:

- a. Analyse and Measure. Career development assessments and evaluations are carried out in accordance with applicable regulations so that the results can be published.
- b. Task completion. The most important element in career development is excellent work performance and employee career development.
- c. Educational Background. Management considers the educational background of candidates when assessing them for a position or promotion based on their skills and credentials.
- d. What has been given. Professional development is the application of established training programmes in accordance with relevant legislation.
- e. Experience gained through work. An employee's proficient development is impacted by the reality that career progression is decided by work involvement.
- f. Dedication to the project. Employees' career advancement depends on their dedication to the organization.

Methodology

This research uses associative research with a quantitative approach. The focus of quantitative research is on the objective measurement of social processes. Each social phenomenon is divided into a number of problem components,

variables, and indicators in order to be measured". Bumiputera 1912 branch office located at Jalan Iskandar Muda No. 138 in Medan is where this research was conducted. A sample of all 66 employees was taken from the population. Saturated sampling, a nonprobability sampling method, was used in this study. Saturated sampling is a sample with the total population. Usually done if the population is considered small or less than 100 (Rahmani, 2016). In saturated sampling, the sampling technique is to take all the existing population (Sugiyono, 2017).

Two diverse sorts of information were utilized in this think about: essential and auxiliary information. Interviews are the most information source for this investigate and the dispersion of surveys to all workers of the Medan Wilaya Office of AJB Bumiputera 1912 and the deals execution report for 2023 at the Medan Wilaya Office of AJB Bumiputera 1912. Information examination was conducted utilizing SPSS 26.0. In this think about, surveys and interviews were utilized as information collection strategies. Linkert scale was utilized in variable estimation.

This study uses various data analysis techniques, including descriptive statistics, instrument validity and reliability tests, and classical assumption tests, which include autocorrelation, heteroscedasticity, multicollinearity, and normality tests. A combination of partial test (t test), simultaneous test (f test), and determination test (R2 test) were used in multiple linear regression analysis and hypothesis testing.

Result and Discussion

Here are some tests carried out in this study

Descriptive Statistics

Table 2 Descriptive Statistics						
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
X1	66	19	30	1790	27.12	2.912
X2	66	19	30	1790	27.12	2.869
Y	66	21	30	1810	27.42	2.689
Valid N (listwise)	66					

Source: results of data management in SPSS 26.0

It is clear from the descriptive statistics in Table 2 that there are 66 respondents. Where in the variable that has the largest sum value in variable Y with a value of 1810. This variable also has a large mean value compared to other variables, namely 27.42 where the standard deviation is smaller than the mean value, namely 2.689 so that it can be said that the data distribution is wide so that the variable is good.

Instrument test

Here are some instrument tests (Hardani, Helmina Andriani, Jumari Ustiawaty, 2020).

a. Validity Test

Table 3. Validity Test

Variabel		r Table	r Count	Description
Employee Labour Productivity (Y)	Y1	0,2423	0,395	Valid
	Y2	0,2423	0,611	Valid
	Y3	0,2423	0,562	Valid
	Y4	0,2423	0,710	Valid
	Y5	0,2423	0,681	Valid
	Y6	0,2423	0,482	Valid
Work Life Balance (X1)	X1.1	0,2423	0,739	Valid
	X1.2	0,2423	0,516	Valid
	X1.3	0,2423	0,769	Valid
	X1.4	0,2423	0,517	Valid
	X1.5	0,2423	0,741	Valid
	X1.6	0,2423	0,578	Valid
Career Development (X2)	X2.1	0,2423	0,424	Valid
	X2.2	0,2423	0,615	Valid
	X2.3	0,2423	0,577	Valid
	X2.4	0,2423	0,597	Valid
	X2.5	0,2423	0,657	Valid
	X2.6	0,2423	0,633	Valid

Source: results of data management in SPSS 26.0

At the 5% significance level, Table 3 shows that the calculated r value for each variable is greater than r table. This indicates that all research questionnaire questions are considered to have met the validity standards if r count > from r table.

b. Reliability Test

Table 4. Reliability Test

Variable		Cronbach's Alpha	N Of Items	Description
Employee Labour Productivity (Y)		0.608	6	Reliabel
Work Life Balance (X1)		0.718	6	Reliabel
Career Development (X2)		0.618	6	Reliabel

Source: results of data management in SPSS 26.0

Based on table 4, it can be seen that the Cronbach's Alpha value in each variable exceeds the 0.60 threshold. This means that the results of the analysis show that all instruments in this study show an adequate level of reliability.

Classic assumption test

The classic assumption tests commonly used are (Setiawati, 2021).

a. Normality Test

Table 5 Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		66
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.66427737
Most Extreme Differences	Absolute	.160
	Positive	.130
	Negative	-.160
Test Statistic		1.298
Asymp. Sig. (2-tailed)		.069 ^c

Source: results of data management in SPSS 26.0

It can be concluded through the SPSS output table above that the data collected by researchers has a normal distribution and distribution because the Asymp. Sig. (2-tailed) is > 0.05 , namely 0.069. So that the residual results of the research variables have a normal data distribution.

b. Multicollinearity Test

Table 6 Multicollinearity Test

Collinearity Statistics			
Model		Tolerance	VIF
1	X1	.891	1.122
	X2	.891	1.122

Source: results of data management in SPSS 26.0

Table 6 shows that $0.891 > 0.100$ is an acceptable tolerance level for multicollinearity tests based on variables X1 and X2. Furthermore, the VIF value for variables X1 and X2 is $1.122 < 10.00$. If the VIF value is less than 10.00 and the tolerance value is more than 0.100, or vice versa, then this indicates the absence of multicollinearity. Therefore, it can be said that multicollinearity does not exist in the variable data.

c. Heteroscedasticity Test

Table 7 Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.027	1.479		1.270	.176
	X1	.059	.054	.141	1.081	.284
	X2	-.060	.036	-.218	-1.673	.099

Source: results of data management in SPSS 26.0

Based on table 7, it can be seen that the Hajj heteroscedasticity test significance value on variables X1 and X2 > 0.05. This means that if the significance value is greater than 0.05, there is no heteroscedasticity and vice versa.

d. Autocorrelation Test

Table 8 Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.815 ^a	.664	.647	2.39478	2.082

Source: results of data management in SPSS 26.0

The Durbin-Watson value, according to table 8, is 2.082. 5% is the requirement for significance. Therefore, it is known that $du < dw < 4-du$ ($1.6640 < 2.082 < 2.336$), which indicates that the situation where dw is between du and $4-du$ does not result in autocorrelation.

Multiple Linear Regression Test

Table 9 Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.824	2.703		1.415	.162
	X1	.321	.099	.260	3.240	.002
	X2	.550	.066	.674	8.384	.000

Source: results of data management in SPSS 26.0

The coefficient values for the X1 and X2 variables are 0.321 and 0.550, respectively, while the constant value is 3.824. Thus, the regression equation is as follows: $Y = 3.824 + 0.321X1 + 0.550X2 + e$

- a. The constant value of 3.824 indicates that employee work productivity is worth 3.824 if work life balance and career development are valued at zero.
- b. The positive value of 0.321 of variable X1 outlines that an increase in work-life balance is anticipated to be followed by an increase in employee productivity.
- c. Career development will increase employee work productivity, which can be seen from the positive value of 0.550 from variable X2.

Hypothesis Test

a. Partial Test (T)

Tabel 10 Uji Parsial (t)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.824	2.703		1.415	.162
	X1	.321	.099	.260	3.240	.002
	X2	.550	.066	.674	8.384	.000

Source: results of data management in SPSS 26.0

- 1) The t value of variable X1 is $3.240 > 1.998$, with a significance value of $0.002 < 0.005$. This shows that H_0 is rejected and H_a is accepted because variable X1 has a strong and positive impact on variable Y.
- 2) In relation to variable X2, the significant value is $0.000 < 0.005$ and the t table value is $8.384 > 1.998$. This shows that H_0 is rejected and H_a is accepted because variable X2 has a significant and positive influence on variable Y.

b. Simultaneous Test (F)

Tabel 11 Uji Simultan (F)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	667.316	2	333.658	55.373	.000 ^b
	Residual	379.617	63	6.026		
	Total	1046.933	65			

Source: results of data management in SPSS 26.0

The results of the simultaneous test (f) are shown in table 11. 55.373 is the calculated f number, and 0.000 is the significant value. That is, it states that the variables X1 and X2 simultaneously have an influence on variable Y. Then this makes the hypothesis H_a accepted and H_0 rejected.

c. Detrimination Test (R²)

Tabel 12 Uji Detriminasi (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.637	.626	2.45472

Source: data management results in SPSS 26.0

Table 12 shows that the corrected R square value is 0.626 and the R square value for the determination test results (R²) is 0.637. With an R square value of 0.637 and a correlation of 0.637 between X1, X2, and Y, it can be concluded that there is a significant relationship between these variables. The factors X1 and X2 have an adjusted R square value of 0.626 and explain 62.6% of the variance in the y variable. Age, tenure, education, pay (salary), motivation, work discipline, work environment, attitude, stress, and technology all impact the remaining 37.4% of the variable.

The following are some discussions according to the explanation of the results of previous research:

a. The effect of work life balance on employee productivity

The results of this study support the results of previous research which examined the impact of work-life balance on worker productivity. The results of this study are in line with previous findings which show that work life balance has a positive and significant effect on employee productivity (Gichana, 2022; Lintong et al., 2023; Yahya, 2021). Employees of the Medan Regional Office of Bumiputera 1912 can manage

their time in balance with their work life and personal life, without sacrificing one of them. To implement work life balance, of course, company participation is needed in supporting this in the form of fair rules and policies for employees, so that employee productivity increases.

- b. The effect of career development on employee work productivity
The findings of this study are consistent with the findings of which found that career development has a significant and positive effect on employee work productivity (Kosasih, Ni Desak Made Santi Diwyarthi, 2023; Norizka & Amalia Alfi, 2023; Supendy & Harsum, 2018). Career development implemented by the Medan Regional Office of Bumiputera 1912 aims to improve the quality and quantity of employees in order to achieve the desired career, therefore to increase employee work productivity, the Medan Regional Office of Bumiputera 1912 is expected to manage and develop employee careers consistently and fairly.
- c. Effect of Work life balance and career development simultaneously
The hypothesis results show that H_a is accepted and H_0 is rejected, which indicates that work-life balance and professional development have a simultaneous and considerable influence on employee productivity. If professional development and work-life balance are handled well, then work productivity will increase. However, if work-life balance and professional development are not handled well, then workplace productivity will decrease. Employees who are able to balance their work life and personal life well, of course, have a good career, so their work productivity also increases. However, employees who are unable to balance their work and personal lives, of course, their careers are also not going well, so their work productivity will also decrease. The Bumiputera 1912 Medan Regional Office must place a strong emphasis on career development and work-life balance to increase employee productivity. According to research (Amir, 2021), worker productivity is positively influenced by work-life balance and professional development.

Conclusion

The following explanation shows the conclusions related to work life balance and career development affecting employee work productivity at the ajb bumiputera 1912 field office, based on data analysis in the previous section. The findings mentioned above show that employees are competent time managers. Employers' efforts to enforce fair standards and guidelines for each employee as well as employees' opinions regarding their own work practices undoubtedly have an impact on how well work-life balance is implemented for workers. maintain healthy communication, devotion, and balance between their personal and professional lives. Career development is the activity of employees in making career plans and developing professionally in order to reach their full potential and show their best in their careers. The results of this study mean that the career development program run by the AJB Bumiputera 1912 company to improve employee qualifications to help them achieve the careers they desire. Therefore, it is hoped that companies can manage and develop their employees' careers in such a way that their productivity

is maintained so that it will bring good results for the company in the future. The emergence of this consideration can be seen when employees consider that work-life balance is important, at that time employees will change their time between work and their personal lives and employees continue to improve their skills so that their career path increases, so that it can have an effect on employee work productivity which increases.

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