

THE EFFECT OF WORK ENVIRONMENT AND CAREER DEVELOPMENT TOWARD QUALITY OF WORK-LIFE WITH WORK-LIFE BALANCE AS A MEDIATION VARIABLE (STUDIES ON INVESTIGATORS AT THE INDONESIAN NATIONAL POLICE CRIMINAL INVESTIGATION AGENCY)

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Abstract

This study aims to examine the level of significance of the influence of the work environment toward the quality of work-life and work-life balance, the influence of work-life balance toward the quality of work-life, the influence of career development toward the quality of work-life and work-life balance and to examine the effect of work environment, career development and work-life balance toward quality of work life and quality of work life through mediation of work-life balance. This research is explanatory because the results of this study can prove accurately that the work environment has an influence on work-life balance, work-life quality and career development. The results showed that the work environment had a direct effect on the quality of work-life by 15.1%. A conducive work environment can improve the quality of work-life. While the work environment affects the work-life balance by 21.5%. This means that the more conducive the work environment, the work-life balance can improve. Meanwhile, the effect of work-life balance on the quality of work-life is 34.7%. A good work-life balance can improve the quality of work life. Furthermore, career development has a direct effect on work-life balance by 42.4%, which means that increased career development opportunities can encourage work-life balance for Bareskrim members. Then the influence of career development on the quality of work life is 21.4%. The existence of career development opportunities for Bareskrim members can improve their work-life. The work environment, career development and work-balance simultaneously affect the quality of work-life by 28.8%.

Keywords: Work Environment, Work-Life Quality, Work-Life Balance, Career Development, Indonesian National Police.

INTRODUCTION

The organization of the National Police is structured in stages from the central level to the regional level. One of the organizations in the National Police is the Criminal Investigation Agency (Bareskrim), which is the main implementer directly from the Headquarters which is directly under the National Police Chief. Bareskrim is tasked with carrying out the functions of investigation and investigation of criminal acts, supervision and identification functions, forensic laboratories in the context of law enforcement and management of national criminal information (Bareskrim, 2021). Bareskrim serves as an organization that solves crimes and acts directly in maintaining the increase in the quality and quantity of crime from globalization. This condition has triggered the rise of various challenges for Bareskrim members who act as

criminal investigators, including the development of crimes that have implications for the increasingly complex and heavy burden of tasks that must be carried out by Bareskrim investigators in dealing with crime in order to create security and order in society. This empirical rationality is also supported by a number of empirical facts related to the data on crimes handled by the Criminal Investigation Unit known as Crime Total (CT) and case settlement or Crime Clearance (CC). In particular, data on crimes that have come to the attention of the Criminal Investigation Department from 2019 to November 2021 are presented below. Bareskrim is an organization that demands mental and physical strength from each of its members. In order to achieve effective and efficient work results, the quality of work life of Bareskrim members needs to be considered.

The problems in this research are (1) To what extent does the work environment have a positive and significant effect on the quality of work life in the Criminal Investigation Department? (2) To what extent does the work environment have a positive and significant effect on the work-life balance in the Criminal Investigation Department? (3) To what extent does work-life balance have a positive and significant effect on the quality of work life in the Criminal Investigation Department? (4) To what extent does Career Development have a positive and significant impact on the Quality of Work Life in the Criminal Investigation Unit? (5) To what extent does Career Development have a positive and significant effect on Work-Life Balance in the Criminal Investigation Department? (6) To what extent do the work environment, career development, and work-life balance have a positive and significant impact on the quality of work life in the Criminal Investigation Department? (7) To what extent does Work-Life Balance mediate the relationship between Work Environment, Career Development, and Work-Life Balance in the Criminal Investigation Department?

The purpose of this research problem is to answer the problems in this study such as: (1) testing the level of significance of the influence of the work environment on the quality of work life; (2) examine the significance level of the influence of the Work Environment on Work-Life Balance; (3) examine the level of significance of the effect of work-life balance on the quality of work life; (4) examine the level of significance of the effect of Career Development on Quality of Work Life; (5) examine the level of significance of the effect of Career Development on Work-Life Balance; (6) examine the level of significance of the influence between Work Environment, Career Development, and Work-Life Balance on the Quality of Work Life; and (7) examine the level of significance of the influence between the Work Environment and Career Development on the Quality of Work Life through the mediation of Work-Life Balance.

The results of this study are expected to provide benefits in the areas of quality of work life, career development, work environment and work-life balance to create a productive Criminal Investigation Unit. While in practice, the results of this study are expected to be a policy reference in improving the quality of work life in public organizations through career development, work environment, and work-life balance.

LITERATURE REVIEW

Kamarulzaman et al., (2011) explained that the work environment is very important, because in a comfortable environment employees can focus on their work properly, can lead to better employee performance, and lead to increased organizational productivity. The work environment directly affects employees and becomes a fundamental aspect that leads to work productivity. Employees spend most of their time at work, and this affects the way employees work (Hafee et al., 2019). There are a number of key factors in the work environment that greatly impact the level of motivation and employee performance. The defined workplace environment has an impact on employee morale, productivity and engagement, both positively and negatively (Amabile et al., 1996). An attractive working atmosphere and supportive environment provide an increase in the conditions in which employees gather a number of their skills, competencies and knowledge to run efficiently so that this encourages organizations to invest more in providing quality services to customers (Leshabari et al., 2008).

Career development is a concept that describes a person's complex, multifaceted, and lifelong process of career experience. This includes long-term structure and change (Herr & Cramer, 2003). According to Rivai (2009) career development is defined as an effort to increase employee's work ability as a requirement in treading a career regulated in the organization. Career development is important for organizations as a strategy to build engagement and build organizational strength from its employees. Wright & Perrone (2008) provided a view of the need for organizations to carry out employee career development. The three main grounds on which Wright & Perrone argue are (1) individual success; includes individual beliefs about the ability to carry out specific jobs; (2) expected results; is the impact on behavior, and (3) goals; is the intention or motivation to be involved in organizational activities with the hope that in the future something better can be obtained. The view above is based on the understanding that every individual has a motive for achievement in his career. These motives encourage individuals to develop self-capacity so that they are appropriate to occupy certain positions with different levels of responsibility and tend to be higher. Rivai (2009) described the sub-processes as follows (1) individual career development, consisting of sub-processes; (a) choice of office; (b) choice of organization; (c) choice of job assignment and (d) choice of self-development. Meanwhile, the organizational career development sub-process consists of (a) recruitment and selection; (b) HR allocation; (c) assessment and evaluation and (d) training and development.

Cascio (2010) defined the quality of work life as a collection of conditions or circumstances and practices from organizational achievement efforts, such as job enrichment, enactment of promotion policies, employee involvement, and working conditions that provide a sense of security. The second view, interprets the quality of work life as a perception of employees for what they receive, in the form of a sense of security and satisfaction as a result of providing opportunities from the organization for employees to grow and develop. Flippo (2009) defined the quality of work life as improvement activities at every level of the organization to increase the effectiveness of a greater organization through increasing human dignity and growth. Quality of work life refers to the pleasant or unpleasant conditions of the work environment

that employees feel. The success of the quality of work life from the employee's point of view can be seen through indicators of acceptance of what is received and felt during work, such as: (1) employee participation in work will provide a sense of satisfaction; (2) satisfaction encourages employees to be more active in realizing participation in work; (3) high attendance rate; (4) willingness to work voluntarily will increase and expand, for example working overtime without having to wait for orders; (5) feel a loss if they do not enter or are absent and (6) are always encouraged to always submit suggestions in order to increase productivity and quality (Nawawi, 2001).

Work-life balance is a balance between the demands of work and the life of an individual (Lockwood, 2003). In the view of work-life balance, work is a choice in managing work responsibilities and family responsibilities. Unlike the case in the view of the organization, work-life balance is a challenge in forming an organizational culture that supports the stability of employee performance. Bulger & Fisher (2012) stated that work-life balance is defined as an individual's efforts to balance two or more roles that are undertaken. Meanwhile, Greenhaus et al., (2003) asserted that work-life balance is the extent to which individuals are bound together in work and family, and are equally satisfied with their work and family roles. Work-life balance is very important for the functioning of individual well-being, organizational performance, and society (Grady et al., 2008). Work-life balance is more comprehensive and includes family, community, recreation and personal time. In a broad sense, work-life balance includes all aspects of an employee's personal and work life. This shows that work-life balance needs to be focused on individuals, families, workplaces, communities and society as a whole.

Four aspects that measure the balance between work and family roles are (1) work-family conflict; (2) work-family conflict; (3) work-family improvement and (4) work-family improvement. These components have a two-way effect, on the work and family domains so that individual participation in work can interfere with roles in the family, and vice versa (Frone, 2003). Meanwhile, Bulger & Fisher (2012) stated that there are at least four dimensions in work-life balance. The four dimensions are; (1) work interference with personal life, (2) personal life interference work, (3) personal life enhancement of work, and (4) work enhancement of personal life.

METHOD

This research is scientific explanation. This paradigm has the idea that the main goal of research is scientific explanation to find and document universal laws that govern human behavior so that they can be controlled and used to predict events (Neuman, 2003, p. 71). The positivist paradigm aims to find a scientific explanation of the law of cause and effect so that humans can predict or control events.

The aims of explanatory research are to (Neuman, 2003, p. 145), as follows: (1) Determine the level of accuracy of a principle or theory; (2) Finding the best explanation for a symptom; (3) Promote knowledge of the subject matter; (4) Connecting different issues or topics; (5) Build and combine existing theories so that they become more complete; (6) Extending a theory or

principle into a new area or issue; (7) Provide evidence to support or disprove an explanation or allegation.

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2011: 80). The population in this study were all members of the Criminal Investigation Unit who were licensed as Investigators. In the selection of samples in the Criminal Investigation Department, where the number of employees is 949 people, the percentage of inaccuracy leeway is 5%. Based on the sampling technique, 281 samples were obtained (rounded) with the distribution of the Criminal Investigation Unit working area. The sampling was carried out by the Stratified Random Sampling method. This method is carried out to fulfill the prerequisites in testing inferential statistics and in testing the proposed hypothesis.

RESULTS AND DISCUSSION

The normality test is used to test whether the standardized residual values are normally distributed or not. To test the normality of the data used the Kolmogorov-Smirnov test. The use of the test was carried out because the number of samples in the study was > 50 , so the most appropriate test used the Kolmogorov-Smirnov test.

Hypothesis:

H_0 : data is normally distributed

H_a : data is not normally distributed

Test Criteria:

Reject H_0 if sig < 0.05 or Accept H_0 if sig > 0.05 . Here are the test results obtained:

Table 1: One-Sample Kolmogorov-Smirnov Test Model 1.

| | | Unstandardized Residual |
|--|----------------|-------------------------|
| N | | 302 |
| Normal Parameter ^{a,b} | Mean | .0000000 |
| | Std. Deviation | .37149622 |
| Most Extreme Differences | Absolute | .049 |
| | Positive | .039 |
| | Negative | -.049 |
| Test Statistic | | .049 |
| Asymp. Sig. (2-tailed) | | .072 ^c |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |
| c. Lilliefors Significance Correction. | | |

Based on the table above, the sig value obtained is 0.072. Because the value of sig $>$ from 0.05 then H_0 is accepted, meaning that the data is normally distributed.

Table 2: One-Sample Kolmogorov-Smirnov Test Model 2.

| | | Unstandardized Residual |
|--|-----------------------|-------------------------|
| N | | 302 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | .35017450 |
| Most Extreme Differences | Absolute | .051 |
| | Positive | .050 |
| | Negative | -.051 |
| Test Statistic | | .051 |
| Asymp. Sig. (2-tailed) | | .056 ^c |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |
| c. Lilliefors Significance Correction. | | |

Based on the table above, the sig value obtained is 0.056. Because the value of sig > 0.05 then Ho is accepted, meaning that the data is normally distributed.

Table 3: ANOVA^a Model 1.

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|----------------|-----|-------------|-------|-------------------|
| Regression | .254 | 2 | .127 | 2.249 | .107 ^b |
| Residual | 16.900 | 299 | .057 | | |
| Total | 17.154 | 301 | | | |
| a. Dependent Variable: ABSRES1 | | | | | |
| b. Predictors: (Constant), Pengembangan Karir, Lingkungan Kerja | | | | | |

In the sample size of 302, the number of independent variables (k) is 2, so the value of $df_1 = k = 2$ and the value of $df_2 = n - k - 1 = 302 - 2 - 1 = 299$ so that the value of F table is 3.026. Referring to the table above, the calculated F value obtained is 2.249. Because the calculated F value (2.249) is < F table (3.026), it is concluded that there is no heteroscedasticity in model 1.

Table 4: ANOVA^a Model 2.

| Model | Sum of Squares | Df | Mean Square | F | Sig. | |
|--|----------------|--------|-------------|------|------|-------------------|
| 1 | Regression | .106 | 3 | .035 | .628 | .597 ^b |
| | Residual | 16.839 | 298 | .057 | | |
| | Total | 16.945 | 301 | | | |
| a. Dependent Variable: ABSRES2 | | | | | | |
| b. Predictors: (Constant), Keseimbangan Kehidupan Kerja, Lingkungan Kerja, Pengembangan Karier | | | | | | |

In the 302 sample, the number of independent variables (k) is 3, so the value of $df_1 = k = 3$ and the value of $df_2 = n - k - 1 = 302 - 3 - 1 = 298$ so that the value of F table is 2,635. Referring to the table above, the calculated F value obtained is 0.628. Because the calculated F value (0.628) is < F table (2.635), it is concluded that there is no heteroscedasticity in model 2.

Table 5: Model Summary^b Model 1.

| Model | R | R Square | Adjusted R Square | R | Std. Error of the Estimate | Durbin-Watson |
|---|-------------------|----------|-------------------|---|----------------------------|---------------|
| 1 | .493 ^a | .243 | .238 | | .37274 | 1.507 |
| a. Predictors: (Constant), Pengembangan Karir, Lingkungan Kerja | | | | | | |

Based on the table above, the Durbin Watson value obtained is 1.507. Because Durbin Watson's value is between -2 and +2, it can be concluded that there is no autocorrelation in model 1.

Table 6: Model Summary^b Model 2.

| Model | R | R Square | Adjusted R Square | R | Std. Error of the Estimate | Durbin-Watson |
|--|-------------------|----------|-------------------|---|----------------------------|---------------|
| 1 | .536 ^a | .288 | .280 | | .35193 | 1.933 |
| a. Predictors: (Constant), Keseimbangan Kehidupan Kerja, Lingkungan Kerja, Pengembangan Karier | | | | | | |
| b. Dependent Variable: Kualitas Kehidupan Kerja | | | | | | |

Based on the table above, the Durbin Watson score obtained is 1.933. Because Durbin Watson's value is between -2 and +2, it can be concluded that there is no autocorrelation in model 2.

Table 7: Partial Test

| Coefficients ^a | | | | | | |
|---|------------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .948 | .292 | | 3.246 | .001 |
| | Lingkungan Kerja | .141 | .047 | .151 | 2.995 | .003 |
| | Pengembangan Karier | .277 | .071 | .214 | 3.918 | .000 |
| | Keseimbangan Kehidupan Kerja | .337 | .055 | .347 | 6.178 | .000 |
| a. Dependent Variable: Kualitas Kehidupan Kerja | | | | | | |

Based on the table above, the results obtained are as follows:

1. The sig value for the Work Environment variable is 0.003 and the t value for the Work Environment variable is 2.995. Because the sig value (0.003) < 0.05, then H₀ is rejected or H_a is accepted, meaning that the work environment has a partial significant effect on the quality of work life.
2. The sig value for the Career Development variable is 0.000 and the t value for the Career Development variable is 3.918. Because the sig value (0.000) < 0.05, then H₀ is rejected or H_a is accepted, meaning that Career Development has a partial significant effect on the Quality of Work Life.
3. The sig value for the Work-Life Balance variable is 0.000 and the t-value for the Work-Life Balance variable is 6.178. Because the sig value (0.000) < 0.05, then H₀ is rejected or H_a is

accepted, meaning that Work-Life Balance has a partial significant effect on the Quality of Work-Life.

To test whether there is mediation by the work-life balance variable, the Sobel test was carried out using an online calculator via the website:

<https://www.danielsoper.com/statcalc/calculator.aspx?id=31>

Hypothesis:

Ho: there is no mediation

Ha: mediation occurs

Test criteria: Reject Ho if sig < 0.05 or Accept Ho if sig > 0.05. The following is a table of Sobel test results.

Table 8: Sobel Test

| Relation | Path Coefficient | indirect influence through balance | Total |
|-----------------------|------------------|------------------------------------|-------|
| Environment- Balance | 0.215 | - | 0.215 |
| Development - Balance | 0.424 | - | 0.424 |
| Environment - Quality | 0.151 | 0.075 | 0.226 |
| Development - Quality | 0.214 | 0.147 | 0.361 |
| Balance – Quantity | 0.347 | - | 0.347 |

Based on the table above, it is known that the effect of the work environment on balance is 21.5%. Meanwhile, career development towards work-life balance is 42.4%. Meanwhile, the effect of the work environment on the quality of work life is 15.1%. Furthermore, the effect of career development on the quality of work life is 21.4% and work-life balance on the quality of work is 34.7%. The work environment affects the work-life balance by 21.5%. An increasingly conducive work environment can improve the balance of the work environment. The work environment plays an important role for Bareskrim members to be able to carry out their duties and responsibilities properly. The work environment in the Criminal Investigation Unit, the highest average value is found in the instrument "positive attitude during work" which gives the largest contribution to the work environment variable. The positive attitude that Bareskrim members have while working can improve their ability to complete their duties properly. Bareskrim members, who are mostly young (< 30 years old and 30-40 years old), have a positive spirit and attitude at work. While the lowest average value on the instrument "anxiety disorders during work". The working environment of Bareskrim members poses a great safety risk, considering that as an organization dealing with crime, they are involved in handling the increase in the quality and quantity of crime as a result of the rapid changes in the global environment. In addition, the majority of Bareskrim members aged 30-40 years have young children, anxiety arises in thinking about their families. Safety risks in work with criminal and criminal acts can interfere with them in completing their work. This should be a concern for the institution in order to improve the ability of members to manage anxiety while carrying out their duties. The results of this study are in accordance with the results of research conducted by Laghari & Hyder (2015), Levine, et., al. (20184), Rahman & Kodical (2018),

Raziq & Maulabakhsh (2015), Thayer et., al (2010), Waghmare & Dhole (2017), Wong et., al (2017) who concluded that the work environment directly influences on the work-life balance of employees. Career development has a direct effect on work-life balance by 42.4%, greater career development opportunities can improve the work-life balance of Bareskrim members. The highest average career development score is found in the instrument "usefulness of training and development for promotion/career promotion". This indicates that Bareskrim members receive training and development programs that are considered useful in advancing their career paths. The training and development program run by Bareskrim is currently considered sufficient and can help them in career development. While the lowest average score on the instrument "realistic career progression system; members can reach. The current career grading system is considered difficult for members of the Criminal Investigation Department in the career development of members. This can be attributed to the respondent's working period of 16-20 years. So they really expect career development. The results of this study support the results of research conducted by Amin (2013), Badawy et., al. (2016), Barnett & Bradley (2007), Blackburn et., al. (2017), Laghari & Hyder (2015), and Strurger & Guest (2004) who concluded that career development affects employee work balance.

The work environment has a direct effect on the quality of work life by 15.1%, a conducive work environment can improve the quality of employees' work life. The positive attitude possessed by members of the Criminal Investigation Unit during their work gave the greatest contribution to the work environment variable. Meanwhile, the members of the Criminal Investigation Department have anxiety disorders during their work, which interfere with the members in completing their work. The results of this study are in line with the results of research by Ahmad (2013), Amin (2013), Badawy et., al. (2016), Crompton & Lyonette (2006), Edwards & Oteng (2019), Levine et., al. (20184), Mut Hukumar et., al. (2014), Rahman & Kodical (2018), Velayudha & Yameni (2012), and Waghmare & Dhole (2017) who concluded that the work environment affects the quality of work life. The influence of career development on the quality of work life is 21.4%, the existence of career development opportunities that are quite large for members of the Criminal Investigation Unit can improve their working lives. With the existence of training and development programs that are routinely carried out at the Criminal Investigation Department, it is very useful in promotion/career promotion of members. Meanwhile, the career ladder system which is considered unrealistic to be achieved by members is a condition that needs attention and improvement for the institution. The results of this study are in line with the results of research conducted by Amin (2013), Badawy et, al (2016), Barnett & Bradley (2007), Blachburn et., al. (2017), and Velayudhan & Yameni (2012) who concluded that career development affects the quality of work life.

The effect of work life balance on the quality of work life is 34.7%, the existence of a better work life balance, namely time balance, balance of involvement and balance of satisfaction can improve the quality of work life. The highest average score on work-life balance is found on the instrument "The institution has adequate training facilities". Bareskrim members assess that the Bareskrim's training facilities for the implementation of their current training and development program are adequate. While the lowest average value on the instrument "The institution has an adequate Health program". Bareskrim members considered the Health

program provided to them to be inadequate. Judging from the majority of respondents who are young and have young children, it is understandable if they want a Health program that can guarantee their family. This can be a concern for the Institute to be able to improve it so that it can further improve the quality of the working life of its members. The results of this study are in line with the results of research conducted by Arief, Purwana, Saptono (2021), Talip et., al. (2021), Thilagavathy & Geetha (2021), Gagnano, Simbula & Miglioretti (2020), and Choudhury (2020) which state that work-life balance affects the quality of work life.

The influence of the work environment and career development on work-life balance simultaneously is 24.3% while 75.7% of the influence of other variables. This shows that the work environment and career development are both carried out simultaneously, so the effect is not greater than the partial effect of career development on work balance. So that career development can be a variable of more attention for institutions in order to improve the work-life balance of Bareskrim members. The effect of the work environment, career development and work balance simultaneously on the quality of work life is 28.8%. If the implementation of improving the work environment, career development and work-life balance together, the coefficient value is not greater than if the institution prioritizes improving career development or improving work-life balance on the quality of work life. The indirect effect of the work environment on the quality of work life mediated by work-life balance is 22.6%, which is greater than the direct effect of the work environment on the quality of work life, which is 15.1%. The work-life balance variable is an effective variable in mediating the work environment variable on the quality of work life. Institutions are expected to improve the quality of work life of members by improving the work environment through work-life balance. For example, increasing the health insurance for members and their families so that it can indirectly reduce members' anxiety at work.

The indirect effect of career development on the quality of work life mediated by work balance is 36.1%, which is greater than the direct effect of career development on the quality of work life which is 21.4%. The work-life balance variable is an effective variable in mediating career development variables on the quality of work life. This can be used as a suggestion for the Institute to be able to improve the quality of work life of members by increasing career development through a balance of work life of members. For example, improving the quality of working life, can improve facilities as well as training and development programs for members, so that it can indirectly increase opportunities for members to develop their careers.

CONCLUSION

Based on the results and discussion in this study, the conclusions that can be shown are (1) the work environment affects work-life balance. A conducive work environment can improve work-life balance. (2) Career development has a direct effect on work-life balance. Great career development opportunities can improve work-life balance. (3) The work environment affects the quality of work-life. A conducive work environment can improve the quality of life and work of Criminal Investigation investigators. (4) Career development affects the quality of work-life. Career development opportunities for Bareskrim members can improve the quality

of their work-life. (5) Work-life balance affects the quality of work life. A good work-life balance such as time balance, engagement balance and satisfaction balance can improve the quality of work-life. (6) The work environment has an indirect effect on the quality of work-life. (7) Career development has an indirect effect on the quality of work life mediated by work balance.

Suggestions that can be given are as follows: (1) In order to improve work balance, the institution can improve the work environment, especially by developing psychological development programs for members to reduce anxiety at work, for example through an approach through spiritual or religious activity programs; (2) To improve work-life balance, the institution can improve career development programs, especially in terms of developing a career grading system that is quite clear and realistic that can be achieved by members; (3) To improve the quality of working life, the Institution can improve the work environment, especially in terms of the psychological environment, namely holding a program to improve the psyche of members so as to reduce the anxiety of members in carrying out their duties, besides that it can also be done through improving the health insurance of members and their families. which can reduce the anxiety of members in carrying out their duties; (4) In order to improve the quality of working life, the Institute can improve career development programs, in particular through improving the grading system that is clear and more realistic for members to achieve or it can also be through improving facilities as well as training and development programs for members which are very beneficial for their career development. This research is limited by the influence of work environment and career development on work-life balance and work-life quality. This is done so that the results of the study do not extend to the emergence of other variables outside of the variables used in this study.

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