

Work-Life Balance, Job Satisfaction, and Career Development of Millennials: The Mediating Role of Affective Commitment

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ABSTRACT

Since millennials dominate today's workforce, it is necessary to explore the career development of this generation. Therefore, this study aims to examine the career development of the millennial generation based on work-life balance and satisfaction factors mediated by affective commitment. This study involved 160 respondents, most of whom were female manufacturing workers. This study took a quantitative approach and used structural equation modeling to examine predictors of career development among millennials. We found that work-life balance and job satisfaction positively affect affective commitment and affective commitment positively affects career development. However, the results revealed no direct relationship between work-life balance and career development. The effect of work-life balance on career development is only significant if it is mediated by job satisfaction. A clear and targeted career path is very important for the continuity of millennial career development. This study suggests technology-based ways to engage millennials using digital tools to interact and share information, resulting in better work-life balance and higher productivity. This study implies that work-life balance is necessary for enhancing job satisfaction, emotional commitment, and career advancement.

ABSTRAK

Mengingat generasi milenial mendominasi angkatan kerja saat ini, maka perlu untuk mengeksplorasi pengembangan karir generasi ini. Oleh karena itu, penelitian ini bertujuan untuk menguji pengembangan karir generasi milenial berdasarkan faktor keseimbangan kehidupan kerja dan kepuasan yang dimediasi oleh komitmen afektif. Penelitian ini melibatkan 160 responden yang sebagian besar merupakan pekerja manufaktur perempuan. Penelitian ini menggunakan pendekatan kuantitatif dan menggunakan pemodelan persamaan struktural untuk menguji prediktor pengembangan karir di kalangan generasi milenial. Kami menemukan bahwa keseimbangan kehidupan kerja dan kepuasan kerja berpengaruh positif terhadap komitmen afektif, dan komitmen afektif berpengaruh positif terhadap pengembangan karir. Namun, hasil penelitian menunjukkan tidak ada hubungan langsung antara keseimbangan kehidupan kerja dan pengembangan karir. Pengaruh keseimbangan kehidupan kerja terhadap pengembangan karir hanya signifikan jika dimediasi oleh kepuasan kerja. Jenjang karir yang jelas dan terarah sangat penting bagi kelangsungan pengembangan karir milenial. Penelitian ini menyarankan cara-cara berbasis teknologi untuk melibatkan generasi milenial dengan menggunakan alat digital untuk berinteraksi dan berbagi informasi, sehingga menghasilkan keseimbangan kehidupan kerja yang lebih baik dan produktivitas yang lebih tinggi. Studi ini menyiratkan bahwa keseimbangan kehidupan kerja diperlukan untuk meningkatkan kepuasan kerja, komitmen emosional, dan kemajuan karir.

1. INTRODUCTION

As demographics, the economy, culture, and technology evolve, worries about age dynamics in the workplace become a focus for management practice (Ryan & King, 2014). The millennial turnover rate is pretty

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high, and it has been observed that they tend to leave their professions in less than two years (Mayangdarastri & Khusna, 2020). However, millennial turnover has become a problem for organizations and is a significant expense (Adkins, 2016; Holtschlag et al., 2020). Good career management can help millennials start a career that makes them feel at home and stay in the organization (Holtschlag et al., 2020). Millennials need to focus on career development to control their professional trajectories. As a result, understanding millennial characteristics and improving their career development are important topics for researchers and practitioners. Therefore, it is essential to identify millennials' primary determinants of career development to create effective strategies for worker performance.

Due to the global demographic shift, the composition of the labor force is changing rapidly, which affects generational shifts. Modern organizations rely on technological mechanisms, knowledge management, and best practices (Al Mansoori et al., 2021). Millennials enter the Industry 4.0 era, characterized by rapid economic growth and technological advancement. The millennial generation is technologically advanced with a high level of creativity in finding information quickly (Soedira et al., 2021). The millennial generation has the advantage of being technologically savvy, influencing their work.

In the past, researchers had identified four distinct generations: (a) the Traditionalists, also called the Veterans, were born before 1945; (b) the Baby Boomers were born between 1945 and 1964; (c) Generation X includes those born between 1964 and 1980; and (d) Generation Y, also called the Millennials, were born from 1980 to 2000 (Yarbrough et al., 2017). A generational cohort is a group of people with similar birth years due to their shared historical experiences. They likely have identical personalities, including attitudes, emotions, beliefs, values, and work and career preferences (Eger et al., 2021). Although there are differences in birth years in determining generational groupings, this study refers to people born between 1980 and 2000 as the Millennial Generation (Jha et al., 2019; Zhu & Cheung, 2017). In addition, more than half of the world's workforce will likely consist of millennials by 2025 (TeamStage, 2022). Businesses fiercely compete for the best available workers and talent to replace the retiring generation in the coming years.

Millennials have strong self-esteem, high aspirations, and a reluctance to give their all to anything they deem unimportant to their career (Jha et al., 2019; Schullery, 2013). Career research has traditionally focused on young adults (16 and older). Still, there has been a recent shift in focus from career choice to career development (which happens in both younger and older generations) (van Tuijl & van der Molen, 2016). Age necessitates a greater emphasis on career development, which may align with expanding family or personal commitments.

During the pandemic, a new kind of work environment emerged where employees could perform their duties from the comfort of their homes. Changes in work and non-work schedules during COVID-19 significantly impacted workers and businesses. This modern perspective on career development emphasizes the importance of adaptability and versatility in today's ever-evolving, never-certain workplace (Wong & Mohd Rasdi, 2019). Working without direct supervision and outside the office demands emotional commitment from employees (Fazal et al., 2022). At the same time, individuals with a solid affective commitment strongly believe in the organizational goals and values for which they are willing to work hard (Montani et al., 2017).

Employees' careers comprise their decisions and experiences as they progress through life, contributing to their ongoing quest for meaning and fulfillment in the workplace. Millennial employees are more concerned with career development through work-life balance and self-actualization (Purwatiningsih & Sawitri, 2021). Employees and their firms must continuously enhance their skills and abilities to remain competitive (Barhate & Dirani, 2022). The ideal job for millennials fits their personalities because when the millennial generation enjoys their work, it can provide a sense of fulfillment both at and outside of work.

Millennials expect companies and organizations to offer compensation commensurate with the workload, professional development, and a positive work environment (Muliawati & Frianto, 2020). Employee job satisfaction demonstrates a motivated and dedicated workforce committed to producing high-quality work for the organization.

This study aims to collect information and examine the effect of employee work-life balance and job satisfaction on millennials' affective commitment to career development. Although several previous investigations have examined Generation Y, such as career identities (Boyle, 2021), career mobility (Lyons et al., 2015), career expectations (Kong et al., 2015), and career choice (Ng & Gossett, 2013), there is scant research on how millennials develop careers while maintaining a work-life balance. Finally, this research has broadened the concept of career construction theory (Chang et al., 2016; Leung, 2022), which millennials can apply.

Millennials must simultaneously and successfully manage their career development in increasingly unpredictable and fast-shifting social, technological, and economic situations.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

The following section discusses theoretical studies and prior research that influenced the development of the hypotheses for this study.

Career Development

One description of career development is “the never-ending life race in which a person is continually engaged in the quest of self-improvement, the learning of new skills, and the acceptance of new challenges” (Knezović & Greda, 2021). Career development refers to how an individual’s career-related curiosities, knowledge, interests, aspirations, and expectations change over time in response to various environmental factors (van Tuijl & van der Molen, 2016). Career development aims to help an organization or business become a formidable competitor in the future. The potential for professional growth is critical in determining whether or not an employee will remain in their current position. Career development refers to the ongoing process by which individual works toward predetermined career objectives in light of existing planning and working contexts (Niati et al., 2021).

Individuals go through four distinct phases of their careers: (a) the development phase (before the age of 13), during which they lay the groundwork for their interests; (b) the exploration phase (between the ages of 14 and 24), which entails the formation of a more distinct sense of personal and professional identity through work; (c) the establishment phase (between the ages of 25 and 45), during which they put their newly formed career into motion; and (d) between the ages of 46 and 56, people enter the maintenance phase of their lives, profession and advance in rank by combining related duties, and (e) the decline stage (56 and up), slowing down and eventually retiring from one’s working life (Wong & Mohd Rasdi, 2019). Millennials, those between the ages of 24 and 42, are categorized as part of the established generation. Career development is the top priority for millennials anticipating rapid organizational advancement (Boyle, 2021).

Work-Life Balance

Integration and equilibrium between private and professional spheres constitute what researchers call work-life balance (Feeney & Stritch, 2019). Work-life balance is frequently observed in employees across all industries, as workers demand job duties and well-being (Foanto et al., 2020). According to numerous studies, millennials are aware of their welfare and appreciate work-life balance (Mayangdarastri & Khusna, 2020). Working from home and other forms of flexible scheduling, together with the support of one’s company (such as coworker and supervisor) and spouse (family), can all contribute to a healthier work-life balance (Kirby et al., 2023).

Maintaining a productive workforce has made work-life balance an area of critical importance. People change careers to suit their personal and professional lives, and work-life balance is one of the essential factors in one’s career development (Shockley et al., 2016). While work satisfaction and commitment are advantageous for health and career progress (Rita et al., 2019). Workers’ average incomes are rising, resulting in higher living standards, which has fueled interest in work-life. This case leads us to hypothesize that:

H₁: Work-life balance positively affects job satisfaction.

H₂: Work-life balance positively affects affective commitment.

H₃: Work-life balance positively affects career development.

Job Satisfaction

Job satisfaction is an affective reaction of an employee to a value judgment resulting from the perception of having their essential job values met (Wen et al., 2018). It is widely acknowledged that high levels of job satisfaction are associated with higher performance and that job satisfaction is a critical component that influences attitudes and motivation (Pozas et al., 2023). The work environment, job content, supervisors, status, relationships with coworkers, awards, career paths, and organizational structure influence millennial employees’ job satisfaction (Muliawati & Frianto, 2020). A person’s level of affective commitment to their career may be affected by job satisfaction (Akinyemi et al., 2022). Overall, job satisfaction and intention to stay have also been correlated with opportunities for advancement along well-defined career pathways (Knezović &

Greda, 2021). Yarbrough et al.(2017) stated that job satisfaction and career development are the keys to retaining employees. The following is the hypothesis derived from the discussion as mentioned earlier:

H4: Job satisfaction positively affects affective commitment.

H5: Job satisfaction positively affects career development.

Affective Commitment

Affective commitment demonstrates an emotional attachment to, identification with, and involvement in the organization (Meyer et al., 2012). Effectively devoted employees believe in the change and want to contribute to its success (Alqudah et al., 2022). Employees feel happy and enjoy their work, making their job a part of their life. According to studies undertaken over the past two decades, affective commitment is “an individual’s emotional attachment to an organization, as demonstrated by that individual’s identification with and participation in that organization” (Mercurio, 2015, p. 9). When employees believe their employer has their backs, their sense of belonging to the organization increases (Alqudah et al., 2022; Mihalache & Mihalache, 2022). When participation in the occupation is proven to be a satisfying experience, affective commitment allows for developing valued skills. Affective, committed individuals identify with their organization because its values and goals align with employees’ perceptions (Grund & Titz, 2022). A company’s commitment to its employees’ professional growth is reflected in its investment in a comprehensive career development program (Knezović & Greda, 2021). As for employees, the career development program can improve knowledge and quality of career development for individual self-development. Based on this evidence, we can hypothesize that:

H6: Affective commitment positively affects career development.

Based on the above explanations, Figure 1 presents the conceptual model of this study.

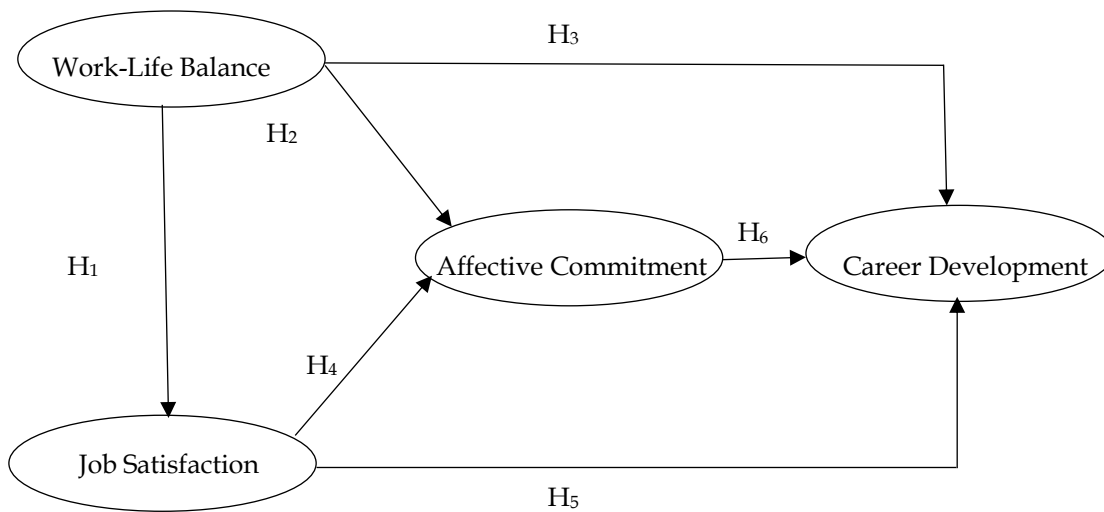


Figure 1. Theoretical model

3. RESEARCH METHOD

The study's primary goal is to investigate the impact of work-life balance, job satisfaction, and affective commitment on career development. This study also examines the role of affective commitment in mediating the relationship between work-life balance, job satisfaction, and career development. Millennials are the subjects of the survey questionnaires as a set of feedback in this study. Millennials with jobs in the Jabodetabek region (including Jakarta, Bogor, Depok, Tangerang, and Bekasi) filled out the surveys. Respondents were free to participate, and their responses would remain anonymous if they did. We sent the questionnaire through mail and WhatsApp from April to July 2022. We distributed questionnaires to 200 respondents, and 160 completed the questionnaires with a response rate of 80%. Because the structural equation model requires a minimum sample size of 100, the data processing operations can be completed with only 160 respondents (Hoyle & Gottfredson, 2015). We produced our sample using a simple random sampling technique (Bougie & Sekaran, 2019). Respondents were asked to rate all survey items on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

We relied on metrics from prior research to guarantee instrument reliability. The model was constructed using four concepts: Work-Life Balance (WLB), Career Development (CD), Affective Commitment (AC), and Job Satisfaction (JS). We adopted the WLB instruments from (Feeney & Stritch, 2019). We polled respondents on how much they agreed with the following statements: (a) I work for a company that values and respects the importance of family, (b) employees at this organization can use flextime to attend to family matters, and (c) my immediate supervisor is understanding and accommodating when family obligations force me to miss work. Career development scales were adopted from Weng & McElroy (2012). Participants are prompted to respond to four statements: (a) my current job moves me closer to my professional goals, (b) my job supports the development of professional skills, (c) my job supports accelerated promotions, and (d) my job provides periodic compensation. AC scale refers to Alqudah et al. (2022) and Grund & Titz (2022). Participants are asked to respond to the statement, "I would love to cherish the rest of my career with this company," "I feel as if this company's problems are my own," and "I feel emotionally attached to this company." While the indicator to determine the job satisfaction (JS) level among millennials was adopted (Khamisa et al., 2015; Kong et al., 2015). Respondents were requested to rate their agreement about: (a) I enjoy working with my coworkers, (b) my supervisor facilitated the feedback session and allowed us to express our opinions, (c) I enjoy the tasks I perform at work, (d) I am content with my promotion opportunities, (e) I believe I am compensated fairly for the work I perform, and "(f) many of our policies and procedures make performing a good job challenging.

4. DATA ANALYSIS AND DISCUSSION

Characteristics of Respondents

Table 1 reveals that more than half of this study's respondents were female (63.13 percent). Previous studies have shown that compared to men; women display significantly higher levels of affective commitment (Grund & Titz, 2022). At the same time, Ernst and Young (2016) reveal that having a healthy work-life balance is crucial for both men and women (Barhate & Dirani, 2022).

Furthermore, our respondents comprised 75.63 percent were 20 – 24 years old, 14.38 percent were 25 – 29, 7.5 percent were 30 – 34, 1.87 percent were 35 – 39, and 0.63 percent were 40 – 44. This generation is in the age range of 22 to 44 years, including the productive working period. The vast majority had less than three years of professional experience (74.37 percent). Dissatisfaction with their jobs and a lack of opportunities for career development are two primary reasons why Millennials leave their employment within two years (Mayangdarastri & Khusna, 2020).

While 63.75 percent of the respondent were in senior high school, 25.62 percent had bachelor's degrees, 9.38 percent were Diploma Three (D3), and the rest held master's degrees. Globally, the time it takes for young people to move from school to the workforce is growing longer and more challenging (Shields et al., 2021). Young employees might use their current position as work experience and a stepping stone to advance their careers (Boyle, 2021). On the other side, an employee's affective commitment to the company may decrease as their level of education increases because of the employee's increased marketability to competing businesses (Grund & Titz, 2022). The majority of the business workplace where the respondents worked was in the manufacturing sector (26.87 percent), 20.62 percent were retail, and the rest were from other sectors.

Measurement Model

This study investigates the measurement model and examines the convergent validity demonstrating the correlation between items. Table 2 and Figure 2 indicate that factor loadings and AVE values are greater than 0.50, whereas CR and Alpha values are greater than 0.70. These values indicated a high degree of item correlation and convergent validity. This study investigates the measurement model and the discriminant validity, which reveals the correlation between variables. Heterotrait Monotrait (HTMT) ratios ranging from 0.545 to 0.824 are less than 0.85. Table 3 displays HTMT results indicating adequate discriminant validity.

Table 1. Categories of demographic data

Profile	Frequency	Percentage (%)	Profile	Frequency	Percentage (%)
Gender			Work experience		
Male	59	36.87	< 3 year	119	74.37
Female	101	63.13	3 – 5 year	23	14.38
			5 – 10 year	16	10.00
Age			> 10 year	2	1.25
20 – 24	121	75.62	Field of Business		
25 – 29	23	14.38	Manufacturing	43	28.67
30 – 34	12	7.50	Retail	33	20.62
35 – 39	3	1.87	Marketplace	14	8.75
40 – 44	1	0.63	Education	12	7.50
Educational Level			Health	9	5.62
Senior High School	102	63.75	Mining	2	1.25
Diploma	15	9.38	Financial institutions	6	3.75
Bachelor	41	25.62	Tourism	5	3.12
Master	2	1.25	Culinary	14	8.75
			Other	22	14.77

Table 2. Convergent validity

Constructs	Items	Loadings	Alpha	CR	AVE
Career development	CD1	0.811	0.849	0.898	0.688
	CD2	0.854			
	CD3	0.836			
	CD4	0.817			
Affective Commitment	AC1	0.831	0.712	0.833	0.625
	AC2	0.800			
	AC3	0.738			
Job satisfaction	JS1	0.580	0.835	0.880	0.553
	JS2	0.780			
	JS3	0.838			
	JS4	0.779			
	JS5	0.755			
	JS6	0.702			
Work-Life Balance	WLB1	0.865	0.629	0.799	0.575
	WLB2	0.776			
	WLB3	0.612			

Table 3. Discriminant validity

	1	2	3	4
1. Affective Commitment				
2. Career development	0.552			
3. Job satisfaction	0.577	0.824		
4. Work-Life Balance	0.614	0.545	0.572	

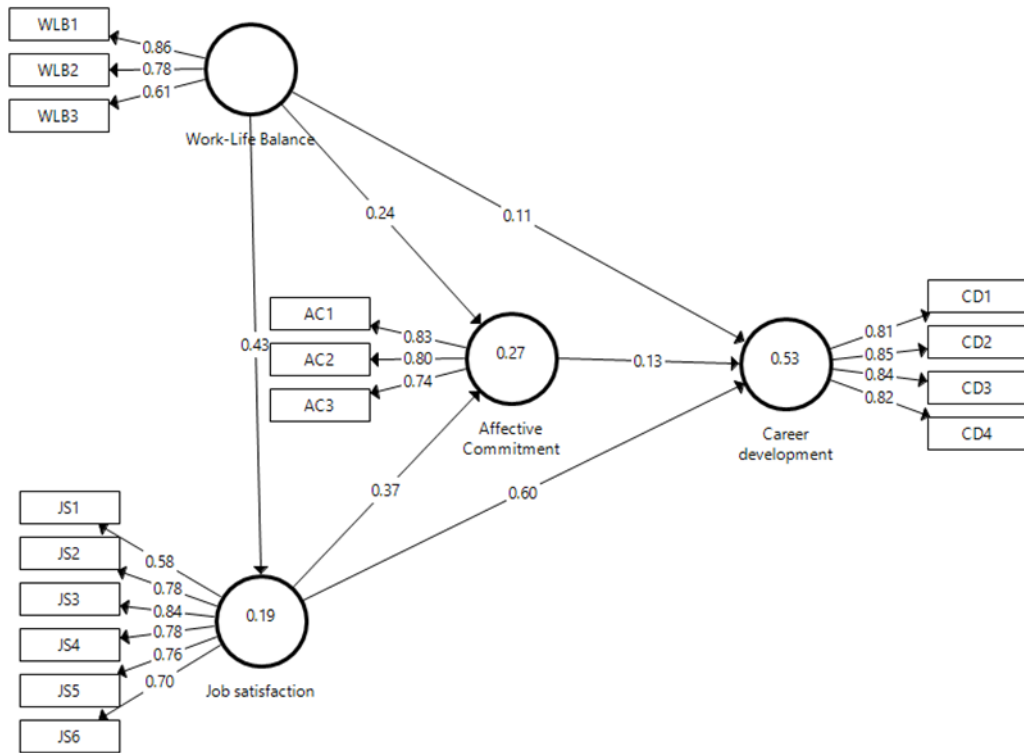


Figure 2. Path coefficient analysis

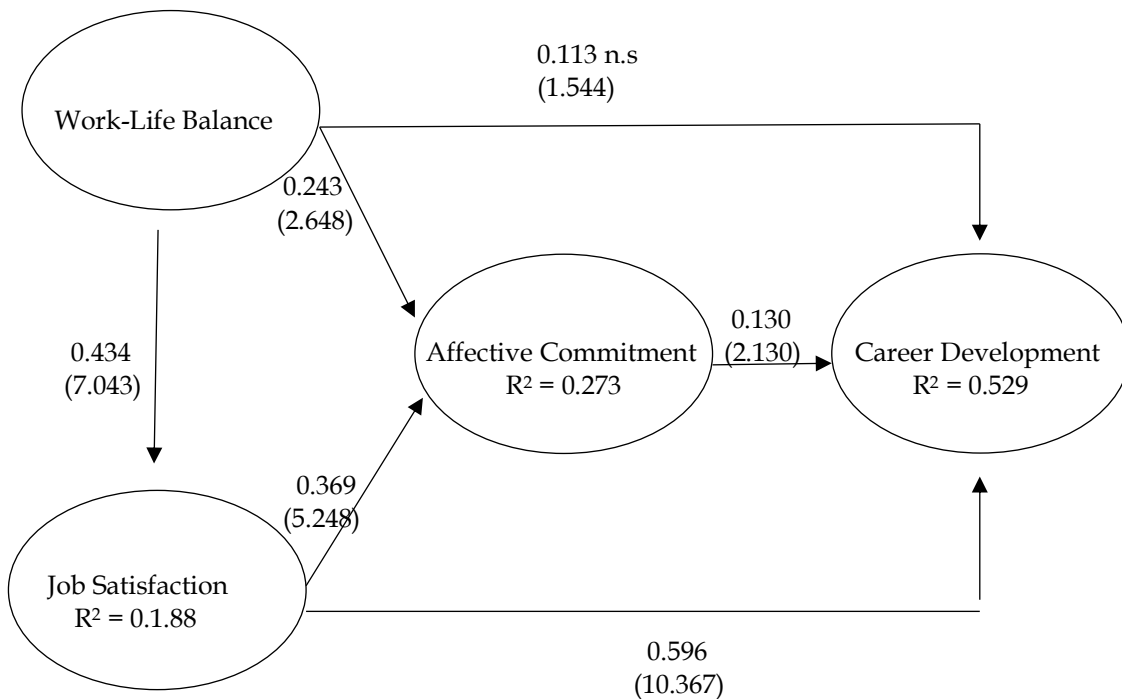


Figure 3. Results of the structural model

Structural Equation Modelling

We used Smart-PLS 3.0 software to validate the structural model and test the hypotheses. The bootstrapping method was used with a re-sample of 5,000 people to calculate data based on hypothesized relationships. Both Table 4 and Figure 3 display the results of the structural model analysis. The findings revealed that work-life balance positively correlates with job satisfaction and affective commitment supporting H₁ and H₂. However, the relationships between work-life balance and career development were insignificant, rejecting H₃. While the relationships between job satisfaction were significant to affective commitment, and career development were significant. We find evidence to support hypotheses 4 and 5. Finally, the H₆ hypothesis predicted that affective commitment positively influences career development. These results confirm H₆ entirely.

Table 4. Direct effect

Path	Coefficient	T-Statistics	P-Values	Conclusion
H1: WLB → JS	0.434	7.043	0.000	Supported
H2: WLB → AC	0.243	2.648	0.008	Supported
H3: WLB → CD	0.113	1.544	0.123	Not supported
H4: JS → AC	0.369	5.248	0.000	Supported
H5: JS → CD	0.596	10.367	0.000	Supported
H6: AC → CD	0.130	2.130	0.033	Supported

Table 5. Indirect effect

Path	Coefficient	T-Statistics	P-Values	Conclusion
WLB → JS → AC	0.160	4.071	0.000	Supported
JS → AC → CD	0.048	1.865	0.062	Not supported
WLB → JS → AC → CD	0.021	1.771	0.077	Not supported
WLB → AC → CD	0.032	1.746	0.081	Not supported
WLB → JS → CD	0.258	5.647	0.000	Supported

Discussion

Our first hypothesis predicted that the variables representing WLB would have a positive relationship with JS (Hypothesis 1; $b = 0.434$, $\rho < 0.05$). When WLB is greater, JS also grows in proportion. The data analysis in this study supports the hypothesis that there is a significant and positive relationship between these two variables (Hasan & Teng, 2017; Wahyuni & Rahmasari, 2022; Wen et al., 2018). Positive emotions, physical comfort, and enjoyment of one's work time are all outward signs of job satisfaction.

The second hypothesis predicted that perceptions of WLB would have a positive relationship with affective commitment ($b = 0.243$, $\rho < 0.05$). In line with our expectations regarding affective commitment, recent research has also shown that WLB increases workers' affective commitment to their jobs (Kim, 2014; Tayfun & Çatir, 2014). Work-life balance (WLB) correlates with low employee stress, a positive work experience, and affective commitment (Wahyuni & Rahmasari, 2022).

Hypothesis 3, which predicted a significant positive relationship between WLB and CD, receives no support ($b = 0.113$, $\rho > 0.05$). This finding may point to problems with twenties employees not fully developing their careers if thinking about work-life balance. Instead of following the conventional career path, members of Generation Y prioritize work-life balance and make self-directed career decisions that align with their values and goals (Jha et al., 2019). The previous study shows that work-life balance was not significantly impact performance (Fadhilillah & Desiana, 2022). Meanwhile, organizational support for career development drives employee performance (Saleem & Amin, 2013). When millennials are unhappy with their workplace, they are more likely to consider leaving their current job and looking for another that better fits their needs (Price & Reichert, 2017). The findings of Davies et al. (2016) revealed that new graduates are unprepared to work in private practice, necessitating adjustments to the delivery of peer support, mentoring, and professional development. Table 1 shows that most respondents were from Senior High School, and 75.62 percent were between 20-24 years old and identified as new graduates.

These findings supported hypothesis H₄ (job satisfaction positively affects affective commitment). The results, in line with the existing literature, demonstrated a positive correlation between job satisfaction and affective commitment (Hussien et al., 2021; Kim & Park, 2020; Koo et al., 2020). Similarly, a study of high-end hotel employees in Ghana revealed a correlation between JS and AC (Ampofo et al., 2022). Organizational psychologists are concerned with employee job satisfaction because it is an attitude variable that describes

how an individual feels about their job (Maan et al., 2020; Usadolo et al., 2022). Individuals have used affective commitment to repay an organization when they perceive it is providing them with the necessary support (Usadolo et al., 2022).

The study results provided empirical evidence for the hypothesis (hypothesis 5: $b = 0.596, \rho < 0.05$), as Table 4 shows that JS is positively related to CD. Job satisfaction was positively associated with how much the organization helped with career development and advancement (Coetzee & Bester, 2021). Career development requires employees to have a long-term perspective and to look beyond current employee satisfaction and performance (Napitupulu et al., 2017).

The current research results provide empirical proof that the H₆ hypothesis is valid. (affective commitment positively affects career development). This study's findings expanded upon previous research, demonstrating that work-life balance mediates the relationship between HR practices and affective organizational commitment (Luturlean et al., 2021). Affective commitment led individuals to believe that the organization was instrumental in helping them reach their professional and personal development goals (Coetzee & Bester, 2021). High-quality working relationships fostered by career development indicate a positive organizational commitment stance (Napitupulu et al., 2017). Employee desires to remain in the organization are influenced by corporate policies and opportunities such as career management.

There are some important implications of the findings for human resource management. A clear and targeted career path is very important for the continuity of millennial career development (for instance, performance and professional paths are accessible via digital-based media). This study suggests technology-based ways to engage millennials. In line, Duan et al. (2023) suggest using digital tools to interact and share information, and they can attain a better work-life balance and higher productivity levels. This opinion is reinforced by Grund & Titz (2022), which indicates that working from home promotes affective commitment. In detail, practical HR must prepare millennial workers to work technology-based. Therefore, additional research on career development and WLB among millennials is required to boost millennial engagement.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

This study explores the influence of work-life balance, job satisfaction, and affective commitment on the career development of millennials. More than 75% of the research participants are millennials just starting their careers, so this study adds to the wealth of career construction theory. Millennials may explore the early stages of their work as part of the transition between career stages, personal experiences, or social breakdown.

The findings have important implications for organizational operations, particularly human resource management. The millennial generation expects their superiors to assist them in achieving their objectives in exchange for their dedication and emotional investment in the firm. Technology is one of the numerous ways the millennial generation stands out. However, millennials who seek results quickly must value the process as part of their career development. Our findings also show that making millennial employees more committed to the organization and enjoying their work can be essential to career development and a strategic step for the company. From the organization's standpoint, if implemented well, a millennial employee's affective commitment can be fostered and maintained through its career development program. When hiring millennial staff, the first stage is identifying applicants who are a good fit for the firm. Developing horizontal and vertical communication must continue when new staff is hired.

Finally, there are some limitations to this study. Although we empirically examined WLB's perspective on CD, we did not assess the role of technology and social media millennials use to increase WLB as a precursor to CD. The following study needs to examine WLB, which impacts CD as part of the company's HR policy. Second, this study focuses on millennial employees in five areas of Jabodetabek limits the generalizability of these results. With a wider variety of respondents in terms of their generations and residences, it would be worthwhile to pursue additional research to improve the generalizability of the findings. Most variables were measured through self-reports, necessitating consideration of common method bias. Specifically, if impostor feelings imply a tendency to devalue oneself, some results may be partially attributable to underreporting effects.

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APPENDIX A: RESEARCH INSTRUMENT

Work-Life Balance

1. I work for a company that values and respects the importance of family
2. Employees at this organization can use flextime to attend to family matters
3. My immediate supervisor is understanding and accommodating when family obligations force me to miss work.

Career Development

1. My current job moves me closer to my professional goals
2. My job supports the development of professional skills
3. My job supports accelerated promotions
4. My job provides periodic compensation

Affective Commitment

1. I would love to cherish the rest of my career with this company
2. I feel as if this company's problems are my own
3. I feel emotionally attached to this company

Job Satisfaction

1. I enjoy working with my coworkers
 2. My supervisor facilitated the feedback session and allowed us to express our opinions
 3. I enjoy the tasks I perform at work
 4. I am content with my promotion opportunities
 5. I believe I am compensated fairly for the work I perform
 6. Many of our policies and procedures make performing a good job challenging
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