

Time Management, Human Resource Management, Career Development as Predictors of Job Satisfaction

Novi Hidayat¹, Rismawati², Ziyadi Ali Ikromi³, Abdul Kodir⁴, Wisnu Surya⁵

^{1,2,3,4,5} Universitas Sains Indonesia, Indonesia

Article Info

Article history:

Received Dec, 2025

Revised Jan, 2026

Accepted Jan, 2026

Keywords:

Career Development;
Human Resource Management;
Job Satisfaction;
Time Management

ABSTRACT

At the heart of an organization's success is a key yet often overlooked factor: employee job satisfaction. More than just comfort, it reflects how deeply employees feel valued, supported, and given room to grow. When managed well through effective time use, fair HR practices, and clear career paths satisfaction fuels greater productivity, loyalty, and retention. This research seeks to investigate the roles of time management, human resource management (HR), and career development as determinants of employee job satisfaction. Employing a quantitative methodology, the study utilized a survey conducted among a diverse group of employees across various industries, yielding a total of 109 respondents through non-probability and purposive sampling techniques. The research findings show a significant influence between human resource management, time management, and career development on job satisfaction. Furthermore, a contribution of 36% from time management, human resource management (HR), and career development, while the remaining 64% is due to other factors not covered in this study.

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Corresponding Author:

Name: Rismawati

Institution Address: Jl. Akses Tol No.50, Gandasari, Kec. Cibitung, Kabupaten Bekasi, Jawa Barat 11650

e-mail: rismawati@lecturer.sains.ac.id

1. INTRODUCTION

Employees play a crucial role in the organizational structure of a company. Those who align their work with key performance indicators (KPIs) tend to find satisfaction in their job outcomes. Nevertheless, some employees opt to participate in lectures to enhance the skills required by the organization [1]. [2] suggest that job satisfaction arises from a blend of cognitive and emotional responses to the disparity between employees' expectations and their actual experiences. It is essential for employees to pursue educational

advancement. Research indicates that education significantly contributes to the enhancement of human resource quality, as it addresses gaps in knowledge and skills relevant to their professional roles [3]. A community-based solution is the establishment of employee class programs at various universities, which are tailored in terms of scheduling and instructional methods. However, employees may encounter numerous challenges when they decide to return to academia.

As noted by [4], job satisfaction is influenced by various factors, including physical, social, financial, and psychological

elements. Among these, social factors such as career development and human resource management (HR) are derived from the organization of employment. For student employees, the psychological challenge of balancing work and study manifests in their time management strategies. Companies can foster growth by offering career development opportunities and enhancing the capabilities of their workforce. Career development involves preparing individuals for advancement through a structured career trajectory [5]. A deeper understanding and effective implementation of career development initiatives are expected to enhance employee satisfaction. This is supported by research from [6], which indicates that well-managed career development positively impacts job satisfaction, as employees who perceive fair treatment in their career progression feel valued and content in their roles. This sentiment is particularly relevant for student employees who recognize the importance of career development opportunities available through their academic institutions.

Alongside career development, human resource management (HRM) conducted by the Company significantly influences employee job satisfaction. HRM is crucial for enhancing and sustaining human resources, which are the organization's primary assets, while also providing the necessary flexibility and adaptability to secure a sustainable competitive edge [7]. Effective human resource practices bolster employees by boosting their self-esteem, motivating them, and fostering job satisfaction through additional engagement and enthusiasm in their work [8]. Consequently, this enhances individual job performance, aligning with organizational objectives [9]. HRM practices are recognized as effective strategies to promote employee satisfaction in their roles [10]. Numerous prior studies have indicated a positive relationship between Human Resource Management and employee job satisfaction as well as organizational commitment [11]. Therefore, it is essential to cultivate favorable employee perceptions of human resource practices, as

this can lead to increased job satisfaction and commitment to the organization.

A significant psychological factor examined in this study is time management. Student employees often face the challenge of balancing their work commitments, academic responsibilities, and personal needs. Key elements of effective time management include setting goals and subgoals, prioritizing these goals, breaking them down into tasks and subtasks, organizing tasks by priority, compiling a 'to-do' list, scheduling activities, and executing those tasks [12]. The issue of time management in relation to job satisfaction within a company stems from a lack of work discipline among employees, which can adversely affect productivity [13]. This finding aligns with research by [14], which indicates a positive correlation between time management and job satisfaction.

2. LITERATURE REVIEW

2.1 Human Resource Management

[15], Human Resource Management encompasses a thorough process that involves the recruitment, development, motivation, and evaluation of all personnel essential for the organization to meet its objectives. This process also entails the selection of qualified candidates suited for specific roles within the organization. Human Resource Management plays a crucial role in the organizational structure as it is a continuous process integral to the company's operations.

[16] characterizes Human Resource Management as the individuals tasked with propelling the organization forward, whether it be a corporation or another type of entity, and underscores that these individuals are invaluable assets necessitating training and development. The domain of Human Resource Management, commonly referred to as HR, is dedicated to the effective and efficient management of these individuals, maximizing their potential to fulfill shared objectives among the organization, its workforce, and the broader community. A

fundamental principle of HR is the acknowledgment that every employee is a human being, rather than merely a machine or a business resource.

As stated by [17], Human Resource Management encompasses activities associated with the recruitment, selection, development, provision, and utilization of human resources to fulfill organizational objectives. It can be perceived as a strategic methodology or a collection of structured activities designed to enhance employee interests, which encompass aspects related to work, employment processes, employee selection, compensation, and competency development. Additionally, [18] highlighted that by adopting effective leadership within human resource management, organizations can attain optimal outcomes while establishing a robust foundation to confront future challenges.

2.2 Time Management

According to [19], effective time management entails substituting less significant tasks with those of greater importance. Essentially, time management is the method of fulfilling one's primary life objectives by discarding trivial activities that frequently consume an inordinate amount of time. [20] underscores the necessity of effective time management in achieving a harmonious balance among professional duties, personal life, and leisure pursuits. Within an organization, a manager must assign tasks to employees by their designated roles, thereby enhancing productivity and ensuring alignment with the company's objectives. Managers bear the responsibility of guaranteeing that their team members make efficient use of their time. Furthermore, organizations provide training programs for all personnel to refine their time management abilities, enabling them to meet deadlines and comply with quality standards, as an aspiring manager recognizes what is advantageous for their team.

[21] noted that organizations with highly satisfied employees tend to function more efficiently than those where many employees report low job satisfaction.

2.3 Career development

Employee career development in Human Resource Management (HRM) is very important, because it can improve and increase the effectiveness of employee work implementation, so that they increasingly provide the best contribution to realizing organizational goals. Career development is a formal effort to improve and add to the expected abilities that have an impact on expanding and broadening horizons, thus opening up opportunities to get a position or position that satisfies an employee's life. An employee's career development does not only depend on the employee's efforts, but also on their role and guidance from the leadership and human resources department, especially in providing information about existing careers, training programs and also in the employee's career planning [22].

According to [23], career development represents an effort to fulfill a career plan. As noted by Kadarisman in the research conducted by [24], career development aims to elevate employees' skills and knowledge by providing them with a broader perspective through advancement opportunities within the organization. A well-structured career development program can assist employees in identifying their career requirements and aligning those with the objectives of the organization [25].

Career development refers to a systematic process whereby employees advance through various stages, each defined by specific developmental tasks, activities, and relationships, to fulfill career aspirations and increase work commitment [26].

The main objectives of career development can be formulated as follows: (1) specifically Individual and Organizational Goals. Career

development helps employees achieve personal goals such as promotions and job status enhancements, which simultaneously support the achievement of organizational goals. (2) Emphasizing Employee Well-being and Loyalty. A well-thought-out career planning contributes to improving employee psychological and economic well-being, as well as fostering loyalty to the organization. (3) Identifying and Optimizing Employee Potential. Through career development programs, employees are able to recognize strengths, talents, and skills that can be developed for higher and more challenging positions. (4) Strengthening Employee and Organizational Relationships. Consistent implementation of career development creates a harmonious working relationship between employees and management, encouraging engagement and trust. (5) Demonstrating Corporate Social Responsibility (Internal CSR). The organization's commitment to career development reflects social concern for improving the quality of life of employees in the work environment. (6) Helps Implement Corporate Strategy. A structured career development program enables organizations to develop talent that is aligned with future needs and supports the achievement of the vision and mission. (7) Reduce Turnover and Human Resource Costs. Employees who see clear career prospects are more likely to stay with the organization, reducing turnover rates and lowering recruitment and retraining costs. (8) Prevent Professional and Managerial Obsolescence. Career development serves as a tool to maintain the relevance of technical and leadership skills, prevent career stagnation, and encourage continuous learning [27], [28].

2.4 Job Satisfaction

According to [29], job satisfaction is defined as the acknowledgment of fundamental work principles exhibited by employees through their favorable attitudes and behaviors toward their

tasks. It represents an individual's emotional response to different facets of their employment. Employees who find joy in their work are likely to experience a higher level of overall satisfaction. Since each employee possesses distinct traits, their perception of job satisfaction will differ accordingly.

According to [30], job satisfaction reflects an individual's viewpoint, which may be either favorable or unfavorable, concerning their work responsibilities. Additionally, it is defined as a sense of fulfillment or happiness derived from professional accomplishments. [31] characterizes job satisfaction as a positive emotional attitude towards one's employment. Consequently, organizations need to emphasize job satisfaction; if employees feel dissatisfied, they may opt to leave, often voice complaints, refuse their tasks, and partake in other unproductive actions.

3. METHODS

This research employs a quantitative methodology utilizing an *ex post facto* research design [32]. The approach in this study uses a quantitative approach and sampling in this study uses a non-probability sampling method and is purposive sampling, namely this method technique uses criteria that have been determined by the researcher. The population in this study were employee class students in Jabodetabek (N = 109). In this study, researchers conducted data analysis techniques with confirmatory factor analysis (CFA) using Lisrel 8.8 software and multiple regression analysis using SPSS 23 software.

Measurement Tool

Job Satisfaction. The job satisfaction scale used in this study uses the Short Index of Job Satisfaction (SIJS) by [33]. This measuring instrument consists of five items and is assessed on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) with two items rated in reverse. The results of the CFA with a unidimensional model obtained a fit model with Chi-Square = 0.52, df = 2, P-Value = 0.77176, and RMSEA = 0.000. From the results

of the CFA, one item was declared invalid to measure job satisfaction because the T-Value was <1.96 .

Career Development. The career development scale used in this study used Continuing Professional Development (CPD) by [26]. This measuring instrument consists of 18 items and is assessed on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The results of the CFA with a unidimensional model obtained a fit model with Chi-Square = 155.29, df = 129, P-Value = 0.05730, and RMSEA = 0.043. From the CFA results, it was stated that all items were valid in measuring career development because the T-Value value was >1.96 .

Time Management. The time management scale used in this study used the Time-Management Questionnaire by [12]. This measuring instrument consists of 18 items and is assessed on a 5-point Likert scale ranging from 1 (never) to 5 (always) with five items rated in reverse. The results of the CFA with a unidimensional model obtained a fit model with Chi-Square = 127.66, df = 102, P-Value = 0.04358, and RMSEA = 0.048. From the results of the CFA, two items were declared invalid for measuring time management because the T-Value was <1.96 .

Human Resources Management. The Human Resources Management scale used in this study used the Human Resources Management Practices by [8]. This measuring instrument consists of 15 items and is assessed on a 5-point Likert scale ranging from 1 (never) to 5 (always). The results of CFA with a unidimensional model obtained a fit model with Chi-Square = 79.92, df = 64, P-Value = 0.08646, and RMSEA = 0.048. The CFA stated that all items were valid in measuring Human Resources Management because the T-Value value was >1.96 .

The reliability and content validity of the measurement instruments were evaluated through rigorous testing. Content validity was ensured by implementing a systematic item selection process, where items with a coefficient value below 0.05 were excluded due to inadequate discrimination power.

The data analysis approach commenced with assumption testing

(Normality assessed via Kolmogorov Smirnov), followed by Confirmatory Factor Analysis (CFA) and hypothesis testing through Multiple Regression Analysis with SEM.

4. RESULTS AND DISCUSSION

Table 1 illustrates that there are 109 student employees participating in the research. The job satisfaction variable records a minimum score of 19.38 and a maximum score of 64.52. The career development variable shows a minimum score of 24.72 and a maximum score of 65.48. The time management variable has a minimum score of 28.65 and a maximum score of 65.28. Lastly, the human resources management variable presents a minimum score of 19.66 and a maximum score of 62.54.

Table 3 illustrates that among the students surveyed, 38 (34.9%) fall into the low category of job satisfaction, while 71 students (65.1%) are classified as high. This indicates that the distribution of data for job satisfaction is predominantly high. In terms of career development, 57 students (52.3%) are categorized as low, whereas 52 students (47.7%) are in the high category, suggesting that the distribution for career development is primarily low. Regarding time management, 61 students (56%) are in the low category, and 48 students (44%) are classified as high, indicating that the distribution for time management is also dominated by the low category. Lastly, in human resources management, 31 students (28.4%) are categorized as low, while 78 students (71.6%) are in the high category, showing that the distribution for this variable is mainly high.

According to Table 4, the R-squared value is 0.360, which corresponds to 36%. This indicates that 36% of the variation time management, human resource management (HR), and career development, while the remaining 64% is influenced by other factors not examined in this study.

According to Table 5, the significant value is 0.000, This indicates that human resources management, time management, and career development do exert an influence *Job satisfaction*.

Based on table 6, the results of the data analysis obtained a constant value = 19.892, the Career development coefficient value = 0.427 and the Time management coefficient value = 0.101 and the Human resources management coefficient value = 0.074. The regression equation formula is $Y = a + b_1X_1 + b_2X_2 + b_3X_3$, the regression equation for the variables Time management, Human resources management, and Career development on Job satisfaction is $Y = 19.892 + 0.101 X_1 + 0.074 X_2 + 0.427 X_3$.

According to the equation presented above table 6, it is evident that: 1. The constant value of 19,892 indicates that Time management, Human resources management, and Career development are at zero ($X = 0$), resulting in a dependent variable (Job satisfaction) value of 19,892. 2. The regression coefficient for Time management (b_1) is 0.101, which is a positive outcome. This implies that the variable (Y) will rise by 0.101 if the independent variable X_1 increases by one unit, while the other independent variable remains unchanged. A positive coefficient signifies a relationship in the same direction between Time management (X_1) and Job satisfaction (Y). Thus, improved time management within the organization correlates with an increase in Job satisfaction. 3. The regression coefficient for Human Resources Management (b_2) is 0.074, indicating a positive statement. This demonstrates that variable Y increases by 0.074 when variable X_2 rises by one unit, while other independent variables remain constant. A positive coefficient indicates a direct relationship between Human Resources Management (X_2) and Job Satisfaction (Y). As Human Resources Management improves, Job Satisfaction is also expected to rise. 4. The regression coefficient for Career Development (b_3) is 0.427, indicating a positive statement. This shows that variable Y increases by 0.427 when variable X_3 rises by one unit, while other independent variables remain constant. A positive coefficient indicates a direct relationship between Career Development (X_3) and Job Satisfaction (Y). The better the Career Development within the company, the higher the increase in Job Satisfaction.

The results of the regression analysis showed a significant and positive influence of career development on job satisfaction. This is in line with research conducted by [5] which found that career development and motivation had an influence on job satisfaction. In addition, [34] Career development has a positive effect on job satisfaction. With good career development, employees will feel motivated so that a sense of satisfaction is created in carrying out their work [34]. The existence of a career development program can increase employee motivation to excel and provide maximum contribution to the company [34]. Companies need to encourage employees by creating capacity development programs with the aim of maximizing the potential of employees. Meanwhile, the results of the study revealed that time management did not have a significant positive effect on job satisfaction.

Furthermore, research conducted by [35] in Banda Aceh has confirmed that effective time management enhances performance by boosting job satisfaction, which accounts for 22.9% of the improvement in employee performance. This is also supported by research conducted by [36], which indicates that time management significantly influences job satisfaction, particularly among Generation Z. Furthermore, [37] suggest that an employee's ability to balance work demands with personal needs reflects their condition and enables them to allocate time effectively.

According to [38], employee job satisfaction serves as a significant response to different elements of an individual's collaborative efforts. Furthermore, [21] indicate that organizations with personnel exhibiting high job satisfaction levels are able to operate more efficiently than those where most employees experience lower satisfaction with their roles.

In the study conducted by [39], it was found that HR policies significantly impact job satisfaction, evidenced by a coefficient of 0.830 ($p <0.001$), and also bolster organizational commitment. Furthermore, [40] elaborated that fairness in Human Resource Management, encompassing

distributive, procedural, interpersonal, and informational aspects, affects job satisfaction, particularly among vulnerable populations. Human Resource Management (HRM) is pivotal in fostering a work environment that enhances employee job satisfaction. When strategically implemented, HRM not only oversees workforce administration but also establishes a framework that can enhance employee psychological well-being through training, performance assessments, equitable compensation, and career advancement

The findings of this research align with the assertions made by [41], which indicate that improved career development

correlates with increased job satisfaction among employees. Consequently, it is imperative for the company to establish an effective career development program to sustain employee job satisfaction.

[42] found that career development significantly affects job satisfaction. Career development is a crucial element that affects the degree of employee job satisfaction within an organization. When employees perceive that the organization offers opportunities for professional advancement, such as training programs, well-defined career trajectories, and chances for promotion, their satisfaction with their work tends to increase.

Table 1. Descriptive Analysis Results

Variabel	N	Min	Max	Mean	Std. Dev
Job satisfaction	109	19.38	64.52	50.0000	9.45474
Career development	109	24.72	65.48	50.0000	9.71547
Time management	109	28.65	65.28	50.0000	9.56551
Human resources management	109	19.66	62.54	50.0000	9.93580

Table 2. Categorization of Research Variables

Categorization	Norma
low	$X \leq M$
elevated	$X > M$

Table 3. Categorization of Research Variables

Variabel	Frequency			
	Low	%	elevated	%
Job satisfaction	38	34.9	71	65.1
Career development	57	52.3	52	47.7
Time management	61	56	48	44
Human resources management	31	28.4	78	71.6

Hypothesis Test Results

Table 4. R Square

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.600 ^a	.360	.357	7.35270

Table 5. Regression Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3054.875	3	1018.292	16.201	.000 ^b
	Residual	6599.472	105	62.852		
	Total	9654.346	108			

- a. Dependet Variabel: *Job satisfaction*
- b. Predictors: (Constant), *human resources management*, *time management*, *career development*

Table 6. T-Test Results

	<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		<i>T</i>	<i>Sig</i>
		<i>B</i>	<i>St.Error</i>	<i>Beta</i>			
1	(Constant)	19.892	4.714			4.219	.000
	<i>Career development</i>	.427	.132	.438		3.226	.002*
	<i>Time management</i>	.101	.094	.103		1.082	.282
	<i>Human resources management</i>	.074	.124	.078		.596	.552

a. Dependent Variabel: *Job satisfaction*
(*) signifikan

5. CONCLUSION

The findings of the research indicate that time management, human resource management, and career development have significant effects on employee job satisfaction. These three factors are crucial in fostering a productive, healthy, and fulfilling work environment for employees. Among them, career development exerts the most substantial influence on job satisfaction, highlighting the importance employees place on opportunities for growth and advancement in their careers.

Suggestion For Organizational Management: It is recommended to design a structured and sustainable career development program, such as training,

coaching, and clear promotion paths, to improve employee job satisfaction. Optimizing Time Management: Companies need to provide time management training to employees and ensure proportional workloads so that productivity remains high without sacrificing employee psychological well-being. Improvement of HR Management System: Recruitment, performance evaluation, and incentive systems must be implemented fairly and transparently to create a conducive work environment and increase employee loyalty. Further research: Further research is needed involving other variables such as work motivation or organizational culture, as well as considering differences in industry sectors or job levels to gain a more comprehensive understanding.

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BIOGRAPHIES OF AUTHORS

	<p>Novi hidayat     I obtained my master's degree from the Universitas Negeri Yogyakarta and my bachelor's degree from Universitas Muhammadiyah Purwokerto. with a linear major, namely psychology. My area of research specialization is psychology.</p> <p>Orcid : https://orcid.org/0009-0009-2450-0660 Google Scholar : https://scholar.google.com/citations?user=bp9pqmwAAAAJ&hl=en&citsig=ADIE8snCiknuJuSNJ5s5MpAArvdu Scopus : - email: novi.hidayat@lecturer.sains.ac.id</p>
	<p>Rismawati     I obtained my master's degree from the UIN Syarif Hidayatullah Jakarta and my bachelor's degree from UIN Syarif Hidayatullah Jakarta. with a linear major, namely psychology. My area of research specialization is psychology.</p> <p>Orcid : https://orcid.org/0009-0001-8318-9018 Google Scholar : https://scholar.google.com/citations?user=J8kRw6IAAAJ&hl=id Scopus : email: rismawati@lecturer.sains.ac.id</p>
	<p>Ziyadi Ali Ikromi     I obtained my master's degree from the Universitas Ahmad Dahlan and my bachelor's degree from Universitas Muhammadiyah Purwokerto. with a linear major, namely psychology. My area of research specialization is psychology.</p> <p>Orcid: https://orcid.org/0009-0008-5063-9669 Google Scholar : https://scholar.google.com/citations?user=EUr2jswAAAAJ&hl=id Scopus : email: ziyadi.ali@lecturer.sains.ac.id</p>