



**THE EFFECT OF WORK-LIFE BALANCE AND JOB SATISFACTION ON
EMPLOYEE LOYALTY AND ITS IMPLICATIONS FOR WORK
PRODUCTIVITY IN THE RATTAN MANUFACTURING INDUSTRY IN
CIREBON**

Nepy Yayah Al Pasah¹

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

nepy.122020454@ugj.ac.id

Anna Suzana²

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

annasuzfeb@ugj.ac.id

Abstract

This study analyzes the effect of work-life balance and job satisfaction on employee loyalty and its implications for work productivity in the labor-intensive rattan manufacturing industry in Cirebon. The topic is relevant to human resource management because production employees work under physical work demands, production targets, and workplace conditions that can shape loyalty and productivity. This study applies a quantitative explanatory approach. The population consisted of 192 employees, and the sample included 150 production employees selected using simple random sampling. The sample size provided an adequate basis for SEM-PLS analysis. Data were collected through a five-point Likert scale questionnaire and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS. SEM-PLS was used because it can examine complex relationships among latent variables and test mediation effects in a single research model. The results show that work-life balance and job satisfaction have positive and significant effects on employee loyalty. Employee loyalty also has a positive and significant effect on work productivity. In addition, employee loyalty significantly mediates the effects of work-life balance and job satisfaction on work productivity. These findings indicate that better work-life balance and higher job satisfaction can strengthen loyalty, which then improves productivity among production employees. This study contributes to human resource management literature by integrating work-life balance, job satisfaction, employee loyalty, and productivity in one empirical model within a local labor-intensive manufacturing context. Practically, the results provide guidance for rattan manufacturing companies to develop workforce policies that support employee welfare, strengthen loyalty, and improve sustainable productivity.

Keywords: Work-Life Balance, Satisfaction Work, Loyalty Employee, Work Productivity, Rattan Manufacturing Industry



INTRODUCTION

Human resources are strategic assets that determine organizational success, competitiveness, and sustainability. In an increasingly competitive business environment, companies are not only expected to improve production efficiency and product quality, but also to manage employees in a fair, effective, and sustainable manner. Human resource management therefore cannot focus only on organizational targets. It must also consider employee well-being because employees are the main actors in the production process. Priyanto et al. (2025) emphasized that work-life balance and motivation have a positive and significant impact on employee loyalty and performance.

The rattan manufacturing industry in Cirebon has an important role in supporting the regional economy. This industry contributes to employment creation, community income, and the continuity of local manufacturing activities. However, the characteristics of work in this industry tend to be labor-intensive and physically demanding. Production employees are required to work with precision, speed, and consistency in order to meet production targets. These work conditions may create pressure, especially when employees face long working hours, high physical workload, and frequent overtime. Bonifacio et al. (2025) showed that long working hours can reduce work-life balance and job satisfaction, which may also lower employee productivity.

In this context, work-life balance becomes an important issue in human resource management. Work-life balance refers to an individual’s ability to manage work responsibilities and personal or family life in a balanced way. An imbalance between work demands and personal life may occur when workload allocation is disproportionate, work targets are too intensive, or rest time is insufficient. These conditions can increase fatigue, work stress, and declining motivation. Romadhoni, M Chadziqul Fahmi Al, and Riyan Sisiawan Putra (2025) stated that good work-life balance can significantly increase employee loyalty. Nurhasan and Poltak Sinambela (2025) also found that work-life balance has a positive and significant effect on job satisfaction and productivity.

Table 1. Data on the Company's Workload Distribution at PT. Gracia Kreasi Rotan Unit 1 Cirebon, May 2024

No.	Field/division	Number of employees	Flat Average Hours	Target/Week	Load activity Work	Overtime frequency/week
1.	packing	12	8	195	Product packaging, labeling, checking End	2



2.	Warehouse	3	8	-	Receipt, storage and distribution of materials/goods So	2
3.	Security	4	8	-	Area surveillance , access control , security asset	1 time (rotating shifts)
4.	Manual	26	8	195	Weaving, structure formation Manual	2
5.	CNC	17	8	195	Cutting and shaping rattan components with CNC machine	1
6.	Assembling g	20	8	195	Assembling components into whole product	3
7.	Hand sading	15	8	195	Sanding and smoothing the surface before Finishing	-
8.	Finishing	23	8	195	Coating coloring and drying Product	2
9.	Settings	17	8	195	Cushion installation, accessories, final Check	1
10.	Packing and loading	13	8	195	Arrangement, loading into container, final inspection Delivery	-

Based on the company's internal data in Table 1, PT. Gracia Kreasi Rotan Unit 1 Cirebon has around 192 employees across several divisions. Of this number, 150 employees work in the production sector, consisting of packing, warehouse, security, manual, CNC, assembling, hand sanding, finishing, setting, and packing and loading divisions. The remaining employees work in administration, staff, and managerial positions that support company operations.

The data show that production employees generally work eight hours per day with a weekly target of 195 units in most production divisions. Several



divisions also have overtime one to three times per week, depending on operational needs. This condition indicates that production employees are directly exposed to work pressure, physical workload, and production target demands. At the same time, these employees are skilled, disciplined, and responsible workers who play an important role in maintaining production continuity. Therefore, the company needs to pay close attention to employee welfare, job satisfaction, and work-life balance in order to maintain employee motivation, loyalty, and productivity.

Work-life balance that is not properly managed can influence employee attitudes and behavior at work. Employees who experience imbalance between work and personal life may feel dissatisfied, tired, and less emotionally attached to the organization. Job satisfaction reflects employees' positive or negative feelings toward their work. It can be influenced by working conditions, workload, social relationships, reward systems, job security, and career development opportunities. Wang (2024) stated that work-life balance increases employee job satisfaction and loyalty. Rachmawati et al. (2024) also explained that motivation, work-life balance, and job satisfaction interact in improving workplace productivity. In addition, Cahyanuzul et al. (2025) found that work-life balance and job satisfaction have a positive effect on work productivity because both factors can improve employee efficiency, loyalty, and work performance.

Job satisfaction also has important implications for employee loyalty. Employee loyalty reflects commitment, attachment, and willingness to remain part of the organization. Employees who are satisfied with their work tend to have stronger emotional bonds with the company and a lower intention to leave. Hermanto and Ketika (2025) found that work-life balance and job satisfaction have a positive and significant influence on employee loyalty. Azzahra and Mapuasari (2020) also proved that work-life balance and career development significantly influence loyalty, with job satisfaction strengthening this relationship.

Employee loyalty plays a strategic role in manufacturing companies because production activities depend heavily on employee skills, discipline, and work experience. Low loyalty can increase turnover, recruitment costs, training costs, and production disruption. In contrast, loyal employees tend to show consistent performance, stronger discipline, and greater willingness to contribute to organizational goals. Andriannoor et al. (2025) stated that work-life balance has a positive and significant effect on employee loyalty because the balance between work demands and personal life can strengthen job



satisfaction, organizational commitment, and emotional attachment to the company. Mustika and Hastini (2025) also found that work-life balance has a positive and significant effect on employee loyalty.

Work productivity is a key indicator of manufacturing performance. Productivity reflects employees’ ability to produce output effectively and efficiently according to established targets. In the rattan manufacturing industry, productivity is closely related to work discipline, work skills, target achievement, employee welfare, and workplace support. Nizamil Fadhli et al. (2024) found that work-life balance has a positive and significant effect on work productivity and employee loyalty. Bate’e et al. (2025) also stated that work-life balance has a positive and significant effect on employee productivity because balance between work and personal life can improve employee effectiveness and work performance. Nurhasan and Poltak Sinambela (2025) further confirmed that work-life balance has a positive and significant effect on job satisfaction and productivity.

Table 2. Productivity Data of PT. Gracia Kreasi Rotan Unit 1 Cirebon, March-May 2024

TARGET PRODUKSI SELAMA 3 BULAN PERIODE 2024				
TARGET PRODUKSI PER MINGGU				
BULAN	MINGGU KE -	TARGET PRODUKSI	HASIL PRODUKSI	SELISIH (TARGET - HASIL)
Maret 2024	1	255	255	
	2	255	255	
	3	256	253	
	4	124	124	
	TOTAL		890	887
April 2024	1	0	0	
	2	213	198	
	3	213	213	
	4	214	210	
	TOTAL		640	621
Mei 2024	1	195	191	
	2	195	195	
	3	195	195	
	4	195	195	
	TOTAL		780	776

Based on Table 2, the productivity performance of PT. Gracia Kreasi Rotan Unit 1 Cirebon from March to May 2024 was relatively close to the company’s production targets, although the targets were not fully achieved. In March 2024, the company set a production target of 890 units and achieved 887 units, with a difference of minus 3 units. This result indicates that productivity was almost fully achieved. In April 2024, the company recorded the largest gap, with a target of 640 units and a realization of 621 units, resulting in a shortfall of 19 units. This difference may have been influenced by operational factors, such as holidays, machine maintenance, technical constraints, or production delays. In May 2024, production performance improved again, with a target of 780 units and a realization of 776 units, resulting in a difference of only 4 units.



These productivity data strengthen the empirical basis of this study. The data show that the company has been able to maintain relatively stable production performance, but there are still gaps between targets and realization. This condition indicates the need for further investigation into human resource factors that may influence productivity. In this case, work-life balance, job satisfaction, and employee loyalty are relevant variables because they are closely related to employee motivation, commitment, and consistency in achieving production targets.

Although previous studies have examined the effect of work-life balance and job satisfaction on employee loyalty and productivity, there is still a research gap. Most prior studies have focused on the service sector, banking sector, or large-scale manufacturing companies. Studies that specifically examine the rattan manufacturing industry, especially in Cirebon, remain limited. This context is important because the rattan manufacturing industry has specific characteristics, such as labor-intensive processes, manual work, physical workload, production targets, and dependence on employee skill and consistency.

Furthermore, limited studies have analyzed work-life balance, job satisfaction, employee loyalty, and work productivity in one integrated research model. Olli et al. (2024) stated that work-life balance and job satisfaction have a positive and significant effect on employee loyalty. However, further analysis is needed to explain how employee loyalty mediates the relationship between work-life balance and job satisfaction on work productivity, especially among production employees in the rattan manufacturing industry.

Based on this background, this study aims to analyze the effect of work-life balance and job satisfaction on employee loyalty and its implications for work productivity in the rattan manufacturing industry in Cirebon. This study is expected to provide theoretical contributions to human resource management literature by integrating employee welfare, satisfaction, loyalty, and productivity in one empirical model. Practically, this study is expected to provide useful input for rattan manufacturing companies in formulating workforce management policies that support employee welfare, strengthen loyalty, and improve sustainable productivity.

LITERATURE REVIEW

Work-Life Balance

Work-life balance is defined as an individual's ability to manage work responsibilities and personal life demands in a balanced manner in order to



reduce conflict or excessive pressure between the two domains. According to Putri and Frianto (2022), work-life balance refers to a working condition in which employees are able to fulfill their responsibilities toward the organization while also maintaining other aspects of their personal life. This definition shows that work-life balance is not only related to working hours, but also to the extent to which employees can manage their roles at work and outside work without experiencing excessive strain.

Wulandari and Hadi (2021) explain that work-life balance is a condition in which employees are able to manage professional and personal roles without sacrificing either aspect. This condition may lead to higher satisfaction, stronger engagement, and better employee well-being. In the context of production employees, work-life balance becomes important because manufacturing work often involves physical workload, strict production targets, and repetitive activities. When employees can balance work demands and personal needs, they are more likely to maintain motivation, emotional stability, and commitment to the organization.

Greenhaus, Collins, and Shaw (2003) define work-life balance as the extent to which individuals are equally engaged in and equally satisfied with their work role and family or personal life role. This theory emphasizes three main dimensions of work-life balance, namely time balance, involvement balance, and satisfaction balance. Time balance refers to the equal allocation of time between work and personal life. Involvement balance refers to balanced psychological involvement in both work and non-work roles. Satisfaction balance refers to the extent to which individuals feel satisfied with their work and personal life at the same time.

Based on these theories, work-life balance in this study is measured through three indicators: time balance between work and personal life, involvement balance in both domains, and satisfaction balance derived from work-life integration. These indicators are relevant to the rattan manufacturing industry because production employees face work demands that require physical endurance, time discipline, and continuous focus.



Job Satisfaction

Job satisfaction refers to employees' positive or negative feelings toward their job, which are formed through their evaluation of various job-related aspects. These aspects include salary, working conditions, social relationships, supervision, job security, recognition, responsibility, and career development opportunities. Employees who feel satisfied with their work tend to show stronger motivation, better commitment, and higher willingness to contribute to organizational goals.

This concept is supported by Herzberg's Two-Factor Theory (1959), which explains that job satisfaction and job dissatisfaction are influenced by two different groups of factors, namely motivator factors and hygiene factors. Motivator factors are intrinsic factors that directly encourage satisfaction. These factors include achievement, recognition, responsibility, advancement, and the meaningfulness of the work itself. When these factors are fulfilled, employees are more likely to feel proud, motivated, and emotionally attached to their work.

Meanwhile, hygiene factors are extrinsic factors that prevent dissatisfaction. These factors include salary, company policies, working relationships, job security, supervision, and working conditions. The absence of hygiene factors can cause dissatisfaction, while their presence does not always create high satisfaction. However, in labor-intensive manufacturing work, hygiene factors remain important because employees directly experience the physical and social conditions of the workplace.

In this study, job satisfaction is viewed as an important psychological factor that can influence employee loyalty. Employees who perceive their work environment as fair, supportive, and rewarding are more likely to maintain positive attitudes toward the company. Therefore, job satisfaction is expected to strengthen employees' willingness to remain in the organization and contribute to productivity.

Employee Loyalty

Employee loyalty refers to employees' commitment, attachment, and willingness to remain part of an organization. Loyalty reflects not only the intention to stay, but also the willingness to support organizational goals, follow company rules, and contribute consistently to work performance. In manufacturing companies, employee loyalty is important because production activities depend on employee discipline, skills, experience, and consistency.



Employee loyalty is closely related to the concept of organizational commitment. Meyer and Allen (1991) explain that organizational commitment is a psychological state that reflects the relationship between employees and the organization, which influences an individual's decision to remain part of the organization. This theory shows that loyalty is not only an economic relationship between employees and the company, but also involves emotional attachment, perceived obligation, and consideration of the benefits of staying in the organization.

Ketchand (1998) defines organizational commitment as a strong belief in and support for the values and goals pursued by the organization. This means that loyal employees tend to accept organizational values and show willingness to work toward company objectives. In line with this, Griffin (2004) states that organizational commitment reflects the level of closeness and attachment of an individual to the organization.

Based on these theoretical perspectives, employee loyalty in this study is understood as the degree to which employees feel attached to the company, intend to remain employed, and show consistent commitment to their work. In the context of the rattan manufacturing industry, loyalty is especially important because experienced production employees contribute to work quality, efficiency, and the continuity of production processes.

Work Productivity

Work productivity refers to employees' ability to achieve optimal work results by using available resources efficiently within a certain period. Productivity is not only measured by the quantity of output, but also by quality, timeliness, efficiency, and the ability to meet organizational targets. In manufacturing companies, productivity becomes a key indicator because it directly reflects the effectiveness of production activities.

According to Raden Soebartika and Rindaningsih (2023), work productivity is not merely a physical result of work. It also reflects a mental attitude oriented toward continuous improvement, where individuals try to perform better than before. This view emphasizes that productivity is related to employee mindset, motivation, discipline, and responsibility.

Purwanto et al. (2020) define productivity as the ratio between output and the cost or time required to achieve it. This definition emphasizes the efficient use of resources, including labor, time, materials, and operational costs. In production work, this means that employees are considered productive when



they are able to produce goods according to target, quality standards, and time requirements.

Furthermore, N. Lestari et al. (2025) state that employee productivity is the ability of employees to contribute effectively to organizational goals through efficient and high-quality work outcomes. This definition supports the idea that productivity is a multidimensional concept. It includes output achievement, work quality, efficiency, effectiveness, and timeliness.

Based on these definitions, work productivity in this study is viewed as the ability of production employees to achieve work targets efficiently and effectively while maintaining quality and timeliness. Work productivity is assumed to be influenced by employee loyalty because loyal employees tend to work more consistently, responsibly, and in line with organizational goals.

Conceptual Relationship Among Variables

The four variables in this study are conceptually related. Work-life balance can support employee well-being and reduce work-related pressure. Job satisfaction can strengthen positive feelings toward work and the organization. Both factors are expected to increase employee loyalty because employees who feel balanced and satisfied tend to have stronger attachment to the company.

Employee loyalty then becomes an important factor in improving work productivity. Loyal employees are more likely to maintain discipline, show responsibility, reduce absenteeism, and contribute consistently to production targets. Therefore, this study places employee loyalty as a mediating variable that links work-life balance and job satisfaction with work productivity.

Through this framework, the literature review supports the research model that examines the effect of work-life balance and job satisfaction on employee loyalty and its implications for work productivity in the rattan manufacturing industry in Cirebon.

RESEARCH METHOD

This study used a quantitative approach with explanatory research. This approach was selected because the study aims to test causal relationships among work-life balance, job satisfaction, employee loyalty, and work productivity. A quantitative approach allows each variable to be measured objectively through numerical data and analyzed using inferential statistics. Explanatory research is also relevant because the study does not only describe the research phenomenon, but also examines the influence between variables through hypothesis testing.

The research design used in this study was cross-sectional. Data were



collected at one point in time without giving any special treatment to the research object. This design was considered appropriate because the study aimed to capture employees' perceptions of work-life balance, job satisfaction, employee loyalty, and work productivity within a specific period. The research was conducted at PT. Gracia Kreasi Rotan Unit 1 Cirebon from November to December 2025.

The population of this study consisted of 192 employees in the production department of the rattan manufacturing industry in Cirebon. The production department was selected because it has a direct role in company operations and is closely related to productivity achievement. Production employees also face work conditions that are relevant to the research variables, such as workload, production targets, working hours, job satisfaction, and loyalty to the company.

The sampling technique used probability sampling with a simple random sampling method. This technique gave every member of the population an equal opportunity to be selected as a respondent. From the total population of 192 employees, 150 respondents were selected as the research sample. This number was considered adequate for SEM-PLS analysis and exceeded the minimum sample requirement based on the Slovin formula with a 5 percent error rate. Therefore, the sample was considered representative of the production employee population and suitable for explaining the research model.

The type of data used in this study was quantitative data. The data were obtained from respondents' answers to a structured questionnaire. The study used two data sources, namely primary data and secondary data. Primary data were collected directly from production employees of PT. Gracia Kreasi Rotan Unit 1 Cirebon through questionnaire distribution. Secondary data were obtained from company documents, internal reports, textbooks, scientific journals, and previous studies relevant to work-life balance, job satisfaction, employee loyalty, and work productivity.

The questionnaire was designed based on the indicators of each research variable. The instrument consisted of two main parts. The first part contained respondents' identity and demographic information. The second part contained statements related to work-life balance, job satisfaction, employee loyalty, and work productivity. Each statement was measured using a five-point Likert scale, ranging from strongly disagree to strongly agree. The Likert scale was used because it is easy for respondents to understand and can represent the level of



respondents' perceptions toward each research indicator.

Data were analyzed using Structural Equation Modeling based on Partial Least Squares, or SEM-PLS, with the help of SmartPLS software. SEM-PLS was selected because it is suitable for examining complex relationships among latent variables. This method is also appropriate for testing direct and indirect effects in a single model. In addition, SEM-PLS can be used with moderate sample sizes and does not require strict normal data distribution. Therefore, this method fits the objective of the study, which is to analyze the effect of work-life balance and job satisfaction on employee loyalty and its implications for work productivity.

The data analysis process was conducted in several stages. First, respondent characteristics were analyzed to describe the profile of the research sample. Second, the outer model was tested to assess the validity and reliability of the research instrument. Validity testing was conducted using loading factor values and Average Variance Extracted. Reliability testing was conducted using Cronbach's Alpha and Composite Reliability. Indicators and constructs were considered valid and reliable when they met the recommended measurement criteria.

Third, the inner model was tested to examine the structural relationships among variables. Model evaluation included the coefficient of determination, effect size, and predictive relevance. The coefficient of determination, or R-square, was used to assess the ability of independent variables to explain dependent variables. Effect size, or f-square, was used to measure the contribution of each independent variable to the dependent variable. Predictive relevance, or Q-square, was used to assess the predictive ability of the model.

Hypothesis testing was conducted through the bootstrapping procedure by examining path coefficients, t-statistics, and p-values. A relationship between variables was considered significant when the t-statistic and p-value met the accepted criteria. In addition, mediation testing was conducted to examine the role of employee loyalty as an intervening variable between work-life balance and work productivity, as well as between job satisfaction and work productivity. This mediation test was important because the research model assumes that employee loyalty can explain the indirect influence of work-life balance and job satisfaction on work productivity.

This study also followed research ethics. Respondents participated voluntarily, and the collected data were used only for academic purposes. The confidentiality of respondents' identities and answers was maintained throughout the research process. Scientific honesty was also applied in data collection, data processing, analysis, and reporting of research findings.



RESULTS AND DISCUSSION

This research was conducted in the rattan manufacturing industry in Cirebon Regency to analyze the influence of work-life balance and job satisfaction on employee loyalty and its implications for work productivity. The research subjects were production employees because this department plays a direct role in operational activities and has a strong relationship with company productivity.

The population in this study consisted of 192 production employees. From this population, 150 respondents were selected using probability sampling through a simple random sampling method. This technique ensured that each employee had an equal opportunity to become a respondent. The sample represented approximately 78 percent of the total population, so it was considered adequate to describe the characteristics of production employees in the company.

Data were collected through structured questionnaires based on indicators of work-life balance, job satisfaction, employee loyalty, and work productivity. The questionnaire used a five-point Likert scale, ranging from strongly disagree to strongly agree. The collected data were analyzed using Structural Equation Modeling based on Partial Least Squares, or SEM-PLS, with SmartPLS software. SEM-PLS was used because it can examine relationships among latent variables simultaneously, including direct effects, indirect effects, and mediation effects.

Descriptive Analysis

Descriptive analysis was used to describe respondents' perceptions of work-life balance, job satisfaction, employee loyalty, and work productivity. The results showed that respondents generally gave positive assessments of all research variables. This indicates that production employees tended to perceive their work conditions, satisfaction, loyalty, and productivity in a favorable way. The relatively low distribution of responses also shows that respondents' answers were quite homogeneous. This condition indicates that most production employees shared similar perceptions of the work environment. In the context of rattan manufacturing, this similarity can occur because employees work under relatively similar production systems, working hours, target demands, and workplace rules. Therefore, the descriptive results provide an initial basis for testing the structural relationship among variables using SEM-PLS.



Respondent Characteristics

Based on data processing of 150 respondents who were production employees in the rattan manufacturing industry in Cirebon Regency, the characteristics of the respondents in this study were analyzed based on gender, age, education level, and length of service. This grouping of characteristics aims to provide an empirical overview of the profile of the workforce being studied.

Table 3 Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Production Department	Packing	12	8.0
	Warehouse	3	2.0
	Security	4	2.7
	Manual	26	17.3
	CNC	17	11.3
	Assembling	20	13.3
	Handshading	15	10.0
	Finishing	23	15.3
	Settings	17	11.3
	Packing and loading	13	8.7

Total		150	100.0
Gender	Man	143	95.3
	Woman	7	4.7
Total		150	100.0
Age	20-29	64	42.7
	30-39	28	18.7
	40-49	44	29.3
	50-59	14	9.3
Total		150	100.0
Education	Elementary School	11	7.3
	Junior High School	18	12.0
	High School	110	73.3
	D1	2	1.3
	S1	9	6.0



Total		150	100.0
Length of Work	<5	91	60.7
	5-9	19	12.7
	10-14	12	8.0
	15-19	15	10.0
	>20	13	8.7
Total		150	100.0

Based on Table 3, respondents were distributed across several production units. The largest number of respondents came from the manual division, with 26 employees or 17.3 percent. This was followed by the finishing division, with 23 employees or 15.3 percent, and the assembling division, with 20 employees or 13.3 percent. The CNC and setting divisions each had 17 respondents or 11.3 percent. The hand sanding division had 15 respondents or 10.0 percent. The packing and loading division had 13 respondents or 8.7 percent, while the packing division had 12 respondents or 8.0 percent. The smallest groups were the security division, with 4 respondents or 2.7 percent, and the warehouse division, with 3 respondents or 2.0 percent.

This distribution shows that most respondents worked in core production units that directly determine product output. The dominance of manual, finishing, and assembling divisions also reflects the labor-intensive nature of the rattan manufacturing industry. These divisions require physical endurance, technical skill, accuracy, and consistency. Therefore, the variables studied in this research are highly relevant because work-life balance, satisfaction, and loyalty may directly influence how employees perform production tasks.

In terms of gender, most respondents were male, with 143 employees or 95.3 percent, while female respondents totaled 7 employees or 4.7 percent. This composition shows that production work in the rattan manufacturing industry is still dominated by male workers. This condition is understandable because several production activities require physical strength, long periods of standing, repetitive movements, and the ability to handle materials or production equipment.

Based on age, most respondents were in the 20-29 age group, with 64 employees or 42.7 percent. This was followed by the 40-49 age group, with 44 employees or 29.3 percent. The 30-39 age group consisted of 28 employees or 18.7 percent, while the 50-59 age group consisted of 14 employees or 9.3 percent. These results show that most respondents were in productive age groups.

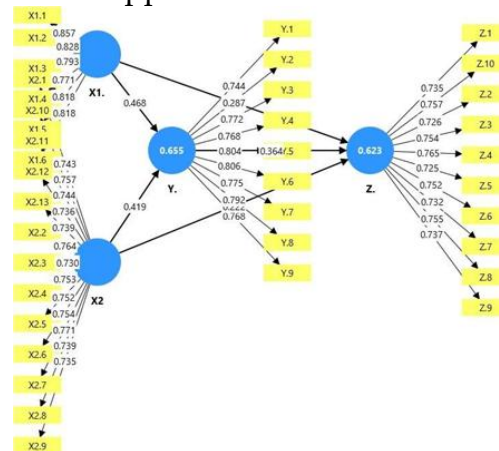
Younger employees may have stronger physical capacity and adaptability, while older employees may contribute through experience and technical skills.

In terms of education, most respondents had a high school education, with 110 employees or 73.3 percent. This shows that the rattan manufacturing industry absorbs many workers with secondary education. This pattern fits the characteristics of production work, which often emphasizes technical skill, work discipline, practical training, and direct experience more than formal academic qualifications.

Based on length of service, the largest group consisted of employees with less than 5 years of work experience, with 91 respondents or 60.7 percent. This indicates that many employees were still in the early stage of their employment. This finding is important because employees with shorter tenure may still be developing emotional attachment, organizational commitment, and loyalty to the company. Therefore, companies need to pay attention to work-life balance and job satisfaction as early as possible to prevent turnover and strengthen employee loyalty.

Measurement Model Analysis Results (Outer Model)

Measurement model analysis (outer model) was conducted to assess the extent to which the research indicators were able to represent the latent constructs used, namely Work-Life Balance (X1), Job Satisfaction (X2), Employee Loyalty (Y), and Work Productivity (Z). The outer model evaluation aims to ensure that the research instrument meets the validity and reliability criteria, so that the results of the structural model testing can be interpreted accurately. The outer model evaluation in this study includes convergent validity tests, construct reliability tests, and discriminant validity tests, which were analyzed in stages using the SmartPLS application.



Picture. SEM-PLS Measurement Model



Based on the SEM-PLS model, the path coefficient between Work-Life Balance and Employee Loyalty was 0.468, while the path coefficient between Job Satisfaction and Employee Loyalty was 0.419. These values indicate that both variables positively contribute to employee loyalty. Work-life balance had a slightly stronger effect than job satisfaction. This finding is meaningful in the rattan manufacturing context because production employees face physical workload, fixed working hours, and production targets. When employees feel that work demands do not excessively interfere with their personal life, they are more likely to build emotional attachment to the company.

The R-square value for Employee Loyalty was 0.655. This means that work-life balance and job satisfaction together explained 65.5 percent of the variation in employee loyalty, while the remaining 34.5 percent was influenced by other factors outside the model. The R-square value for Work Productivity was 0.623. This means that work-life balance, job satisfaction, and employee loyalty explained 62.3 percent of the variation in work productivity, while 37.7 percent was influenced by other factors not examined in this study. These results show that the research model has strong explanatory relevance. They also show that productivity in production work is not only determined by technical factors, machines, and work procedures, but also by psychological and organizational factors related to employee well-being, satisfaction, and loyalty.

Convergent Validity Test

Convergent validity is evaluated through the loading factor value and Average Variance Extracted (AVE). An indicator is declared convergently valid if it has a loading factor value ≥ 0.50 , while a construct is declared valid if the AVE value ≥ 0.50 . Based on the analysis results, it shows that all indicators in the Work-Life Balance (X1), Job Satisfaction (X2), Employee Loyalty (Y), and Work Productivity (Z) variables have loading factor values above 0.70. This indicates that each indicator is able to explain the latent construct it measures well. In addition, the AVE value for each construct also shows a value above 0.50, namely: Work-Life Balance of 0.664, Job Satisfaction of 0.559, Employee Loyalty of 0.605, and Work Productivity of 0.554. Thus, all constructs in this study meet the criteria for convergent validity.

Table 4 Results of Convergent Validity Test

Variable	Indicator	Loading Factor	AVE
Work-Life Balance (X1)	X1.1	0.857	0.664
	X1.2	0.828	
	X1.3	0.793	



Variable	Indicator	Loading Factor	AVE
Job satisfaction(X2)	X1.4	0.771	0.559
	X1.5	0.818	
	X1.6	0.818	
	X2.1	0.743	
	X2.10	0.757	
	X2.11	0.744	
	X2.12	0.736	
	X2.13	0.739	
	X2.2	0.764	
	X2.3	0.730	
	X2.4	0.753	
	X2.5	0.752	
	X2.6	0.754	
	X2.7	0.771	
X2.8	0.739		
X2.9	0.735		
Employee Loyalty (Y)	Y.1	0.744	0.605
	Y.2	0.770	
	Y.3	0.772	
	Y.4	0.768	
	Y.5	0.804	
	Y.6	0.806	
	Y.7	0.775	
	Y.8	0.792	
	Y.9	0.768	
Work Productivity (Z)	Z.1	0.735	0.554
	Z.10	0.757	
	Z.2	0.726	
	Z.3	0.754	
	Z.4	0.765	
	Z.5	0.725	



Variable	Indicator	Loading Factor	AVE
	Z.6		0.752
	Z.7		0.732
	Z.8		0.755
	Z.9		0.737

Reliability Test

In addition, construct reliability was tested using Cronbach's Alpha and Composite Reliability values with criteria ≥ 0.70 . The test results showed that the Cronbach's Alpha value for Work-Life Balance was 0.899, Job Satisfaction was 0.934, Employee Loyalty was 0.918, and Work Productivity was 0.910. Meanwhile, the Composite Reliability value for all constructs was above 0.92. This indicates that the research indicators have excellent internal consistency and the research instrument is declared reliable.

Table 5 Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Work-Life Balance (X1)	0.899	0.901	0.922
Job Satisfaction (X2)	0.934	0.936	0.943
Employee Loyalty (Y)	0.918	0.920	0.932
Work Productivity (Z)	0.910	0.910	0.925

The test results show that the Cronbach's Alpha value for each variable is Work-Life Balance of 0.899, Job Satisfaction of 0.934, Employee Loyalty of 0.918, and Work Productivity of 0.910. Meanwhile, the Composite Reliability (rho_c) value for all variables is above 0.92. This indicates that the research indicators have a very good level of internal consistency and are able to produce stable measurements. Based on the results of the convergent validity and reliability tests, it can be concluded that all indicators in this study are valid and reliable, so they are suitable for use in further testing.

Discriminant Validity Test

Discriminant validity testing was conducted to ensure that each construct in the research model clearly differs from the other constructs. Discriminant validity testing was conducted using the Fornell-Larcker criterion, which



compares the square root of the AVE value with the correlation value between constructs.

Table 6 Results of Discriminant Validity Test

	Work-Life Balance (X1)	Satisfaction Work (X2)	Loyalty Employee(Y)	Productivity Work (Z)
Work-Life Balance (X1)				
Satisfaction Work (X2)	0.716			
Loyalty Employee (Y)	0.817	0.779		
Productivity Work (Z)	0.777	0.726	0.804	

The test results show that the square root of the AVE value for each variable is greater than the correlation value between the other variables. This indicates that each construct is unique and capable of measuring different concepts, thus discriminant validity in this study can be declared fulfilled.

Structural Model Analysis Results (Inner Model)

Structural model evaluation (inner model) was conducted to examine the causal relationships between latent constructs and to test the research hypotheses formulated in the previous chapter. Inner model testing included the coefficient of determination (R-square), effect size (f-square), and significance testing of direct and indirect influences through a bootstrapping procedure.

Coefficient of Determination Test (R-Square)

The R-square value is used to determine how much the independent variable is able to explain the dependent variable in the research model.

Table 6 R-Square Values

	R-square	R-square adjusted
Loyalitas Karyawan (Y)	0.655	0.651
Produktivitas Kerja (Z)	0.623	0.615

The R-square value for Employee Loyalty was 0.655. This means that Work-Life Balance and Job Satisfaction explained 65.5 percent of the variation in Employee Loyalty. The remaining 34.5 percent was influenced by other



variables outside the research model, such as leadership style, compensation, organizational culture, job security, and career development.

The R-square value for Work Productivity was 0.623. This means that Work-Life Balance, Job Satisfaction, and Employee Loyalty explained 62.3 percent of the variation in Work Productivity. The remaining 37.7 percent may be influenced by other factors, such as work discipline, training, production technology, machine condition, supervision quality, and availability of raw materials.

Based on Chin’s criteria, these R-square values fall into the moderate to strong category. This indicates that the model has good explanatory power. More importantly, the results show that employee productivity in rattan manufacturing cannot be separated from employee attitudes and perceptions. Productivity does not only depend on technical production systems, but also on how employees experience their work environment.

Effect Size Test Results (f-square)

The effect size (f-square) test was conducted to determine the magnitude of the influence of each independent variable on the dependent variable.

Table 7 F-square values

	Work-Life Balance (X1)	Job Satisfaction (X2)	Employee Loyalty (Y)	Work Productivity (Z)
Work-Life Balance (X1)			0.355	0.090
Job Satisfaction (X2)			0.285	0.057
Employee Loyalty (Y)				0.122
Work Productivity (Z)				

The test results show that the influence of Work-Life Balance on Employee Loyalty has an f-square value of 0.355, which is included in the category The effect of Job Satisfaction on Employee Loyalty has an f-square value of 0.285, which is considered large. Meanwhile, the effect of Employee Loyalty on Work Productivity has an f-square value of 0.122, which is also considered moderate. These results show that Job Satisfaction and Employee Loyalty have a dominant role in forming Employee Loyalty, while Employee Loyalty plays a fairly strong role in increasing Work Productivity.



Predictive Relevance Test Results (Q2)

The predictive relevance (Q²) test is used to evaluate the extent to which a structural model is able to predict endogenous variables. According to (Hair et al., 2017), a Q² value greater than zero (Q² > 0) indicates that the model has good predictive ability and is empirically relevant to the endogenous construct.

Table 8 Predictive Relevance Test Results (Q2)

	SSO	SSE	Q2 (=1-SSE/SSO)
Work-Life Balance (X1)	990,000	900,000	0.000
Job Satisfaction (X2)	1950,000	1950,000	0.000
Employee Loyalty (Y)	1350,000	809,523	0.400
Work Productivity (Z)	1500,000	1051,889	0.299

Based on the analysis results, the Q² value for the Employee Loyalty (Y) variable was 0.400, while the Q² value for the Work Productivity variable was 0.400. of 0.299. All Q² values are above zero, indicating that the research model has good predictive ability. These results indicate that the SEM-PLS model used is capable of adequately predicting the Employee Loyalty and Work Productivity variables, thus the research model is deemed suitable for use in explaining the relationships between the studied variables.

Path Coefficients Test Results

Hypothesis testing was conducted using path coefficients (β), t-statistics, and p-values obtained from the SEM-PLS analysis to evaluate the significance of relationships between variables.

Table 9 Path Coefficients Test Results

	Original sample	Sample mean	Standard deviation	T statistics (O/STDEV)	P values
	(O)	(M)	(STDEV)		
Work-Life Balance (X1)-> Employee Loyalty (Y)	0.468	0.460	0.083	5.658	0.000
Work-Life Balance (X1)-> Work Productivity (Z)	0.287	0.281	0.111	2.595	0.009



Job Satisfaction (X2)-> Employee Loyalty (Y)	0.419	0.423	0.083	5.064	0.000
Job Satisfaction (X2)-> Work Productivity (Z)	0.222	0.230	0.077	2.865	0.004
Employee Loyalty (Y)-> Work Productivity (Z)	0.364	0.364	0.118	3.092	0.002

The results show that Work-Life Balance had a positive and significant effect on Employee Loyalty, with a coefficient of 0.468 and a p-value of 0.000. This means that a better work-life balance increases employee loyalty. In the rattan manufacturing industry, this relationship can be explained by the nature of production work. Employees who face repetitive tasks, physical workload, and production targets need sufficient balance between work demands and personal recovery time. When the company supports this balance, employees may feel valued and treated fairly. This feeling can strengthen emotional attachment to the company.

Work-Life Balance also had a positive and significant effect on Work Productivity, with a coefficient of 0.287 and a p-value of 0.009. This finding shows that work-life balance does not only influence employee attitudes, but also contributes to work outcomes. Employees with better balance tend to experience less fatigue and stress. As a result, they can maintain concentration, accuracy, and work speed. This is especially important in rattan production because product quality depends on careful manual work, precision, and consistency.

Job Satisfaction had a positive and significant effect on Employee Loyalty, with a coefficient of 0.419 and a p-value of 0.000. This finding supports Herzberg’s Two-Factor Theory. Employees are more likely to become loyal when they feel satisfied with both intrinsic and extrinsic aspects of their work. Intrinsic aspects include recognition, responsibility, and achievement, while extrinsic aspects include salary, working conditions, job security, and company policies. In the rattan manufacturing context, job satisfaction may arise when employees feel that their workload is reasonable, their work environment is safe, and their contribution is appreciated.

Job Satisfaction also had a positive and significant effect on Work Productivity, with a coefficient of 0.222 and a p-value of 0.004. This indicates that satisfied employees tend to work more effectively. Satisfaction can reduce resistance, absenteeism, and low motivation. In production work, satisfied



employees are more likely to follow work procedures, maintain product quality, and complete tasks according to targets. This finding confirms that productivity improvement should not only focus on technical efficiency, but also on employee satisfaction.

Employee Loyalty had a positive and significant effect on Work Productivity, with a coefficient of 0.364 and a p-value of 0.002. This finding supports organizational commitment theory by Meyer and Allen, which explains that employees who feel emotionally attached, obligated, or invested in the organization tend to maintain their membership and contribute to organizational goals. Loyal employees are more likely to show discipline, responsibility, and consistency. These behaviors are essential in manufacturing because stable productivity requires employees who understand production standards and are willing to maintain work performance over time.

Overall, the path coefficient results show that all proposed relationships were positive and significant. These findings confirm that work-life balance and job satisfaction are important factors in strengthening employee loyalty and improving productivity. However, the meaning of these findings becomes stronger when understood in the specific context of the rattan manufacturing industry. In this labor-intensive sector, productivity depends heavily on human effort, physical endurance, technical skill, and employee commitment. Therefore, companies need to manage not only production targets, but also the employee conditions that support sustainable productivity.

Mediation Test of Employee Loyalty

Table 10 Mediation Test of Employee Loyalty

	Original sample	Sample mean	Standard deviation	T statistics (O/STDEV)	P values
	(O)	(M)	(STDEV)		
Work-Life Balance (X1)-> Employee Loyalty (Y) ->Work Productivity (Z)	0.171	0.167	0.062	2.729	0.006
Job Satisfaction (X2)-> Employee Loyalty (Y)->Work	0.513	0.514	0.060	2.543	0.011



Productivity (Z)					
------------------	--	--	--	--	--

The mediation test shows that Employee Loyalty significantly mediated the relationship between Work-Life Balance and Work Productivity, with a coefficient of 0.171, t-statistic of 2.729, and p-value of 0.006. This means that work-life balance can improve productivity not only directly, but also indirectly through employee loyalty. Employees who can maintain balance between work and personal life tend to develop stronger loyalty. This loyalty then encourages them to work more consistently, responsibly, and productively.

Employee Loyalty also significantly mediated the relationship between Job Satisfaction and Work Productivity, with a p-value of 0.011. This finding means that job satisfaction can increase productivity through stronger employee loyalty. When employees are satisfied with their work, they are more likely to feel attached to the company. This attachment encourages them to maintain performance and contribute to production targets.

The mediation findings provide an important theoretical contribution. They show that employee loyalty acts as a psychological bridge between employee welfare factors and productivity outcomes. Work-life balance and job satisfaction improve employees' internal attitudes, while loyalty transforms those attitudes into productive behavior. This is consistent with organizational commitment theory, which explains that committed employees tend to show stronger willingness to contribute to organizational success.

Because the direct effects of Work-Life Balance and Job Satisfaction on Work Productivity were also significant, the mediation role of Employee Loyalty can be interpreted as partial mediation. This means that work-life balance and job satisfaction influence productivity in two ways. First, they directly improve employees' ability and motivation to work productively. Second, they indirectly improve productivity by strengthening employee loyalty.

Discussion

The findings of this study show that work-life balance and job satisfaction are important factors in explaining employee loyalty and work productivity in the rattan manufacturing industry in Cirebon. The statistical results provide empirical evidence, while the theoretical interpretation explains why these relationships occur.

First, work-life balance has a strong effect on employee loyalty. This finding is relevant because production employees often work under physical



pressure, fixed schedules, and production targets. When employees feel that the company provides reasonable workload, manageable working hours, and sufficient space for personal life, they may develop a positive perception of the organization. This perception can increase trust and emotional attachment. In this sense, work-life balance does not only function as a welfare issue. It also functions as a loyalty-building mechanism.

Second, job satisfaction has a positive effect on employee loyalty and productivity. Herzberg's theory helps explain this relationship. Hygiene factors, such as salary, work safety, company policy, and relationships with supervisors, can reduce dissatisfaction. Motivator factors, such as recognition, responsibility, and achievement, can increase satisfaction. In rattan manufacturing, both groups of factors matter. Employees need safe and fair working conditions, but they also need recognition for their skills and contribution. When these needs are fulfilled, they are more likely to stay with the company and work productively.

Third, employee loyalty has a significant effect on work productivity. This finding is consistent with organizational commitment theory. Loyal employees tend to have stronger attachment to the company, lower intention to leave, and greater willingness to support organizational goals. In production work, loyalty can appear in the form of discipline, punctuality, carefulness, willingness to complete targets, and consistency in maintaining quality. These behaviors directly support productivity.

Fourth, employee loyalty mediates the relationship between work-life balance and productivity, as well as the relationship between job satisfaction and productivity. This means that productivity improvement does not only depend on technical production management. It also depends on how companies build employee loyalty through better work-life balance and job satisfaction. In a labor-intensive industry, this is especially important because the production process relies heavily on employee skill, endurance, and commitment.

These findings have practical implications for rattan manufacturing companies. Companies should pay attention to workload distribution, overtime frequency, workplace comfort, supervisor support, fair rewards, and recognition of employee contribution. If these aspects are managed well, employees may feel more satisfied and loyal. In the long term, this can help the company maintain stable productivity, reduce turnover risk, and strengthen sustainable human resource management.



Overall, this study confirms that employee welfare and productivity are closely connected. In the rattan manufacturing industry, productivity cannot be improved only through production targets and technical control. Companies also need to create working conditions that support balance, satisfaction, and loyalty. This integrated approach can help companies achieve productivity while maintaining employee well-being.

CONCLUSION

Based on the results of the analysis and discussion regarding the effect of work-life balance and job satisfaction on employee loyalty and its implications for work productivity in the rattan manufacturing industry in Cirebon, several conclusions can be drawn.

First, work-life balance has a positive and significant effect on employee loyalty. This finding indicates that employees who are able to maintain balance between work demands and personal life tend to have stronger loyalty toward the organization. In the context of the rattan manufacturing industry, balanced working conditions can reduce fatigue, support psychological well-being, and strengthen employees' emotional attachment to the company.

Second, job satisfaction has a positive and significant effect on employee loyalty. This means that employees who feel satisfied with their salary, working environment, work relationships, job security, recognition, and career development opportunities are more likely to show commitment to the organization. The fulfillment of both motivator and hygiene factors can increase employees' sense of pride, responsibility, and willingness to remain with the company.

Third, employee loyalty has a positive and significant effect on work productivity. Loyal employees tend to work with higher discipline, responsibility, consistency, and commitment to achieving production targets. In a labor-intensive industry such as rattan manufacturing, employee loyalty becomes an important factor because productivity depends not only on machines and production systems, but also on employee skill, work attitude, and consistency.

Fourth, work-life balance has a positive and significant effect on work productivity through employee loyalty. This finding shows that work-life balance does not only influence productivity directly, but also indirectly by strengthening employee loyalty. Employees who experience better work-life



balance are more likely to feel attached to the company, and this loyalty encourages them to contribute more productively.

Fifth, job satisfaction has a positive and significant effect on work productivity through employee loyalty. This means that employee loyalty acts as a mediating variable in the relationship between job satisfaction and work productivity. Higher job satisfaction can strengthen loyalty, and loyal employees are more likely to maintain work quality, quantity, and timeliness.

Overall, the findings confirm that work-life balance, job satisfaction, and employee loyalty are important factors in improving work productivity in the rattan manufacturing industry in Cirebon. The study also shows that employee loyalty plays a central role in connecting employee welfare and satisfaction with productivity outcomes. Therefore, rattan manufacturing companies need to develop human resource policies that support balanced working conditions, improve job satisfaction, and strengthen employee loyalty in order to achieve sustainable productivity.

REFERENCES

- Adam, A. M. (2020). Sample Size Determination in Survey Research. *Journal of Scientific Research and Reports*, 26(5), 90–97. <https://doi.org/10.9734/jsrr/2020/v26i530263>
- Aini, N. (2025). Pengaruh Worklife Balance Dan Lingkungan Kerja Terhadap Kepuasan Kerja Di Pt. Telkom Indonesia Witel Sulut Malut. *Jurnal Administrasi Bisnis (JAB, XV. No. II(Iii), 2025*. <http://dx.doi.org/xxxxxx>
- Ananda, L. R., & Triani, M. (2025). ANALYSIS OF THE EFFECT OF LABOR PRODUCTIVITY IN WEST SUMATRA *Produktivitas Tenaga Kerja Sumatera*, 8, 4934–4951.
- Andriannoor, R., Setiyono, W. P., & Sriyono, S. (2025). The Influence of Work Life Balance on Employee Loyalty in Companies. *Dinasti International Journal of Education Management And Social Science*, 6(4), 3270–3277. <https://doi.org/10.38035/dijemss.v6i4.4569>
- Azzahra, K. N., & Mapuasari, S. A. (2020). Pengaruh work-Life balance dan pengembangan karir terhadap loyalitas karyawan dengan kepuasan kerja sebagai variabel moderasi 1*. 6(2), 275–287.
- Bate'e, Y., Zega, Y., Gulo, H., & Hulu, P. F. (2025). Pengaruh Work-Life Balance terhadap Produktivitas Pegawai pada Kantor KPU Kota Gunungsitoli. *RIGGS: Journal of Artificial Intelligence and Digital Business*, 4(3), 4584–4595. <https://doi.org/10.31004/riggs.v4i3.2664>
- Bonifacio, E. K. D., Ong, A. K. S., & Magana, M. C. (2025). Assessing the impact



- of longer workweeks on macroergonomics variables, work-life integration, employee satisfaction, and productivity among Filipino employees. *Acta Psychologica*, 260(September), 105580. <https://doi.org/10.1016/j.actpsy.2025.105580>
- Bougie, S. dan. (2020). Research Methods for Business: A Skill-Building Approach. In *Leadership & Organization Development Journal* (Vol. 34, Issue 7). <https://doi.org/10.1108/lodj-06-2013-0079>
- Cahyanuzul, P. A., Handayani, S., & Afriyani, F. (2025). The Impact of Work-Life Balance and Job Satisfaction on Employee Productivity. *Golden Ratio of Human Resource Management*, 5(2), 350–359. <https://doi.org/10.52970/grhrm.v5i2.1177>
- Campbell, J. P. (1990). *Modeling job performance in a population of jobs*. *Personnel Psychology*, 43(2), 313–575.
- Dea Anugrah Putri, Zulфина Adriani, & Wahyu Juari. (2025). Upaya dalam Meningkatkan Loyalitas Kerja Karyawan dan Implikasinya terhadap Produktivitas pada PT. Bank Pembangunan Daerah Jambi. *Jurnal Ilmiah Ekonomi, Akuntansi, Dan Pajak*, 2(1), 193–200. <https://ejournal.areai.or.id/index.php/JIEAP/article/view/875>
- Ghozali, I. (2021). *Multivariate analysis application with IBM SPSS 26 (10th ed.)*. Semarang: Diponegoro University Publishing Agency.
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). *The relation between work–family balance and quality of life*. *Journal of vocational behavior*.
- Griffin, R. W. (2004). *Management, 7th edition*. Massachusetts: Houghton Mifflin Company.
- Hair, F. J., William, Rolph, J., B. B., & Babin. (2019). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). In *Sage*.
- Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. *Research Methods in Applied Linguistics*, 1(3), 1–16. <https://doi.org/10.1016/j.rmal.2022.100027>
- Hermanto, N. A., & Kadang, C. D. (2025). *Pengaruh work-life balance dan kepuasan kerja terhadap loyalitas karyawan pada hotel x di Jakarta selatan*. 07(01), 216–223.
- Herzberg F. (1959). *The Motivation to Work*. John Wiley & Sons, Inc.
- Isbahi, M. B., Zuana, M. M. M., & Toha, M. (2024). The Multi-Social Relation of the Cattle Industry in the Plaosan Subdistrict Animal Market of Magetan Regency. *Malacca: Journal of Management and Business Development*, 1(1), 31–46. <https://doi.org/10.69965/malacca.v1i1.51>



- Ketchand, Alice A., J. R. S. (1998). *The Existence of Multiple Measures of Organizational Commitment and Experience-Related Differences in a Public Accounting Setting, Behavioral Research in Accounting*.
- Khotimah, K. (2025). Analisis Pengaruh Work Life Balance dan Stres terhadap Produktivitas Kerja. *Jurnal Akuntansi, Manajemen, Dan Perencanaan Kebijakan*, 3(1), 11. <https://doi.org/10.47134/jampk.v3i1.867>
- Lestari, A. dwi. (2025). Pengaruh kompensasi dan lingkungan kerja terhadap produktivitas kerja melalui kepuasan kerja. *Jurnal Ilmu Manajemen*, 11(1), 48–56.
- Lestari, G. F., & Yucha, N. (2025). Pengaruh Work Life Balance dan Work Engagement terhadap Produktivitas Kerja melalui Motivasi Kerja sebagai Variabel Intervening Pada Karyawan Perusahaan Otobus Sidoarjo. *Jurnal Pendidikan Tambusai*, 9, 28124–28134.
- Lestari, N., Efendi, A., Manajemen Fakultas Ekonomi Bisnis dan Politik, M., Muhammadiyah Kalimantan Timur, U., & Fakultas Ekonomi Bisnis dan Politik Universitas Muhammadiyah Kalimantan Timur, D. (2025). Jurnal Mirai Management Pengaruh Work-Life Balance Terhadap Produktivitas Kerja Di Kalangan Generasi Z Pada Outlet Pizza Hut Di Kota Samarinda. *Jurnal Mirai Management*, 10(1), 264–270.
- Madiyah, A. P. A., & Kasmawati, Y. (2024). Pengaruh Work-life Balance, Kepuasan Kerja dan Kerjasama Tim Terhadap Loyalitas Karyawan Pada Aparatur Sipil Negara Dinas Kependudukan dan Pencatatan Sipil Jakarta. *ProBusiness: Management Journal*, 15(4), 666–673.
- Masturo, A. eva novianti &. (2025). *KEPUASAN KERJA DAN MOTIVASI KERJA TERHADAP PRODUKTIVITAS KARYAWAN PADA PT. INOAC POLYTECHNO INDONESIA*. 32(3), 167–186.
- Meyer, J.P. dan Allen, N. J. (1991). *A Tree - Component Conceptualization of Organizational Commitment. Human Resource Management Review*.
- Mulyani, S. R., Yeni, F., & Yuliza, M. (2024). Employee Loyalty Through the Role of Job Satisfaction As a Mediator: Leader Member Exchange and Work Life Balance At Pt. Batang Hari Barisan. *Jurnal Ilmiah Bisnis Dan Ekonomi Asia*, 18(3), 331–347. <https://doi.org/10.32815/jibeka.v18i3.2135>
- Mustika, N. T., & Hastini, L. Y. (2025). Pengaruh Work-Life Balance, Reward Dan Punishment Terhadap Loyalitas Karyawan Pada CV Sido Harind Tabing Kecamatan Koto Tangah Kota Padang Sumatera Barat. *Journal of Business Economics and Management*, 01(03), 617–625. <https://jurnal.globalscients.com/index.php/jbem>
- Nizamil Fadhli, Israwati, & Zulham Mahendra. (2024). Pengaruh Work-Life



- Balance terhadap Produktivitas dan Loyalitas Pegawai Kantor Walikota Pekanbaru. *Jurnal Akutansi Manajemen Ekonomi Kewirausahaan (JAMEK)*, 4(3), 353–364. <https://doi.org/10.47065/jamek.v4i3.1639>
- Nongka, G. V., & Wijono, S. (2025). *YUME : Journal of Management Organizational Commitment Karyawan Di Perusahaan X Dan Employee Loyalty*. 8(2), 628–636.
- Nurhasan, A., & Poltak Sinambela, L. (2025). The Effect of Work-Life Balance On Job Satisfaction and Productivity in The General and Financial Bureau of The Indonesian Quarantine Agency. *International Journal of Management Science and Information Technology*, 5(1), 39–45. <https://doi.org/10.35870/ijmsit.v5i1.3622>
- Olii, C. F. R., Suwarno, H. L., & Hadianto, B. (2024). Work-Life Balance, Job Satisfaction, and Employee Loyalty. *Journal of Economics and Business*, 7(3), 262–272. <https://doi.org/10.31014/aior.1992.07.03.610>
- Penti Puspita Sari, Sry Rosita, & Dian Mala Fithriani Aira. (2025). Strategi Mempertahankan Loyalitas Kerja SDM dalam Meningkatkan Produktivitas Community Officer di PT. Bank BTPN Syariah Tbk. MMS Rantau Rasau. *Maeswara : Jurnal Riset Ilmu Manajemen Dan Kewirausahaan*, 3(3), 250–261. <https://doi.org/10.61132/maeswara.v3i3.1859>
- Piura, M. P., Purnamasari, E. D., & Yeni, Y. (2024). Pengaruh Loyalitas Dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan Pada Perumda Air Minum Tirta Randik Musi Banyuasin. *Manajemen Dan Bisnis*, 6(1), 33–39. <https://doi.org/10.30743/jmb.v6i1.8860>
- Priyanto, R., Ramadhan, Y., & Pramuji, D. (2025). *Optimalisasi Motivasi dan Work-Life Balance dalam Meningkatkan Kinerja serta Loyalitas Karyawan di PT . Sumber Alfaria Trijaya*. 5(November).
- Purwanto, A., Tukiran, M., Asbari, M., Hyun, C. C., Santoso, P. B., & Wijayanti, L. M. (2020). Model kepemimpinan di lembaga pendidikan: a schematic literature review. *Journal of Engineering and Management Science Research (JIEMAR)*, 1(2), 255–266. <https://journals.indexcopernicus.com/search/article?articleId=2660964>
- Puspitasari, M., & Wijayanto, P. (2024). Pengaruh Beban Kerja dan Kepuasan Kerja terhadap Produktivitas Kerja PT Kamaltex. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, 13(2), 735–751. <https://doi.org/10.30588/jmp.v13i2.1692>
- Putri, A. N. L., & Frianto, A. (2022). Pengaruh Self-Efficacy Terhadap Job Satisfaction Melalui Work Engagement Pada Karyawan. *Jurnal Ilmu Manajemen*, 10(1), 357–369.



- Putri, R. A., Fadli, U. M. D., & Ery, R. (2024). The Influence of Job Satisfaction on Employee Loyalty with Organizational Commitment as Mediation at Pt Pos Indonesia Karawang. *Research in Management of ...*, 5(1), 123–133.
- Rachmawati, E., Sumartono, E., Rini, A. S., Wiliana, E., & Faqih, M. (2024). The Interplay Between Employee Motivation, Work-Life Balance, and Job Satisfaction in Enhancing Workplace Productivity. *Global International Journal of Innovative Research*, 2(6), 1383–1396. <https://doi.org/10.59613/global.v2i6.211>
- Raden Soebartika, & Ida Rindaningsih. (2023). Systematic Literature Review (SLR): Implementasi Sistem Kompensasi dan Penghargaan Terhadap Kinerja Guru SD Muhammadiyah Sidoarjo. *MAMEN: Jurnal Manajemen*, 2(1), 171–185. <https://doi.org/10.55123/mamen.v2i1.1630>
- Romadhoni, M Chadziqul Fahmi Al, M. R. G. E. G., & Riyan Sisiawan Putra, N. F. (2025). PENERAPAN WORK-LIFE BALANCE DALAM MENINGKATKAN LOYALITAS KARYAWAN. 20(8).
- Suciati, deswarta & T. A. (2024). PENGARUH PELATIHAN KERJA, TINGKAT PENDIDIKAN, DAN PENGALAMAN KERJA TERHADAP KINERJA KARYAWAN GENERASI Z DI SELAT PANJANG. 18(1), 58–79.
- Sugiyono. (2022). *Metode Penelitian Kuantitatif*. Yogyakarta: Alfabeta.
- Tejada, J. J., Raymond, J., & Punzalan, B. (2012). On the Misuse of Slovin's Formula. *The Philippine Statistician*, 61(1), 8.
- Wang, J. (2024). Exploring the Impact of Work-Life Balance Initiatives on Employee Satisfaction and Loyalty: A Case Study Approach in Human Resource Management. *Advances in Economics, Management and Political Sciences*, 113(1), 161–166. <https://doi.org/10.54254/2754-1169/2024.1d18541>
- Wardana, I. M. A., Salain, P. P. P., & Dwinata JS, I. P. W. (2024). Transformational Leadership and Employee Satisfaction on Employee Loyalty: The Mediating Role of Employee Engagement. *Jurnal Manajemen Bisnis*, 15(2), 314–331. <https://doi.org/10.18196/mb.v15i2.22160>
- Wulandari, M., & Hadi, H. K. (2021). Peran Job Satisfaction sebagai Variabel Intervening antara Work Life Balance terhadap Employee Performance. *Jurnal Ilmu Manajemen*, 9(2), 816. <https://doi.org/10.26740/jim.v9n2.p816-829>