The Influence of Work-Life Balance and Reward System on Intention to Stay as Mediated by Employee Commitment among Network Engineers at PT PSI

Wahyu hendra purnama[1], Singmin Johanes Lo[2]

[1] Faculty of Economics and Business, Mercu Buana University, Jakarta, Indonesia
[2] Faculty of Economics and Business, Mercu Buana University, Jakarta, Indonesia

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Abstract: The phenomenon of declining employee retention in the information technology sector requires a comprehensive investigation of the determinants of intention to stay. This study aims to analyze the influence of work-life balance and reward system on intention to stay mediated by employee commitment in network engineers of PT Proxis Sahabat Indonesia. The research methodology used a descriptive quantitative approach with a total sampling of 72 network engineer employees who had worked for at least one year. The data collection instrument used a structured questionnaire with a validated five-point Likert scale. Data analysis implemented Structural Equation Modeling-Partial Least Square (SEM-PLS) using SmartPLS 3.2.9 to evaluate measurement and structural models. The results showed that work-life balance had a significant effect on intention to stay (β=0.214; p=0.008) and employee commitment (β=0.370; p=0.000). The reward system had a significant effect on intention to stay (β=0.373; p=0.000) and employee commitment (β=0.580; p=0.000). Employee commitment has been proven to mediate the work-life balance relationship with intention to stay (β=0.151; p=0.002) and the reward system with intention to stay (β=0.237; p=0.000). The structural model shows high predictive ability with an R-Square intention to stay of 0.887 and a Goodness of Fit Index of 0.645. The findings confirm the importance of optimizing work-life balance and reward systems in increasing the commitment and retention of network engineer employees in the information and communication technology industry.

Keywords: Intention to stay, Work-life balance, Reward system, Employee commitment

1. Introduction

The competitive dynamics of the contemporary world of work demand that organizations implement effective human resource management strategies in retaining high-quality and committed employees. The strategic position of human resources has become a crucial determinant in achieving organizational objectives and the realization of the company's vision and mission (1). Optimizing human resource management requires a holistic approach to ensure employees' competencies and expertise in their respective fields (2). The information and communication technology sector, particularly telecommunications infrastructure companies, faces complex challenges in human resource management. PT Proxis Sahabat Indonesia as an integrated service provider in telecommunication infrastructure and Information Communication Technology-Multimedia products has experienced significant problems related to employee retention. Empirical observations show that employees of the technical division, especially the network engineer team consisting of project engineers, support services engineers, on-site engineers, and Network Operations Centers, face work demands outside of standard operating hours with inadequate compensation.

The phenomenon of declining employee intention to stay at PT PSI shows an alarming trend. Historical data for the 2021-2023 period indicates a decrease in the percentage of employee retention from 90.72% to 88.09% overall, while the network engineer division experienced a more significant decrease from 88.60% to 81.40%. This condition requires an in-depth analysis of the factors that affect the intention to stay of employees, considering that intention to stay is an individual's tendency to stay employed in the current organization (3). Preliminary investigations through interviews with management identified three fundamental issues affecting intention to stay. First, work-life balance is a major challenge due to high work demands and the frequency of overtime that affects

the quality of time with family. Second, the reward system implemented does not reflect the individual's contribution to the company proportionately, thus potentially lowering motivation and job satisfaction (4). Third, employee commitment plays a decisive role in determining the level of intention to stay, where employees with high commitment tend to survive despite facing the challenges of work-life balance and the limitations of the reward system.

Empirical research shows that work-life balance is positively correlated with intention to stay. (5) confirms that high work-life balance is negatively correlated with the tendency to shift jobs. The reward system is a strategic instrument in motivating employees through fair and competitive rewards (6). Employee commitment acts as a crucial mediator in the relationship between work-life balance, reward system, and intention to stay (7). This study aims to analyze the influence of work-life balance and reward system on employee intention to stay mediated by employee commitment in PT PSI's network engineer, so that it can make a theoretical and practical contribution to optimizing human resource management in the information and communication technology sector.

2. Research Methods

2.1 Types of Research

This study implements a descriptive quantitative approach to analyze the phenomenon *intention to stay* employees in the context of information technology organizations. Descriptive quantitative methodologies were chosen for their ability to numerically describe population characteristics and measure research variables with high precision (8). This approach facilitates the analysis of relationships between constructs without producing premature causal inferences, thus providing a comprehensive picture of interactions *Work-life balance*, *Reward System*, *employee commitment*and *intention to stay* based on empirical data from PT Proxis Sahabat Indonesia.

2.2 Operational Definitions and Variable Measurements

The operationalization of research variables refers to a structural model involving exogenous and endogenous variables according to conceptualization (2). *Work-life balance* and *Reward System* acts as an exogenous variable that affects other variables without being influenced by antecedent variables, while *employee commitment* function as a mediation variable and *intention to stay* is the main endogenous variable. *Work-life balance* defined as work-life balance where employees are able to achieve a balance between work, home, and other life roles (9). *Reward system* conceptualized as a series of organizational processes to reward an overarching person based on an employee's contributions, skills, competencies, and market value (Armstrong, 2001). *Employee commitment* refers to the psychological involvement of employees in the organization through a sense of belonging and ownership of organizational goals (10)While *intention to stay* represents the employee's tendency to stay employed in the current organization (5).

Variable measurements use a five-point Likert ordinal scale that ranges from strongly disagree to strongly agree, as recommended (6). *Work-life balance* measured through four dimensions: *Work Interference with Personal Life*, *Personal Life Interference with Work*, *Personal Life Enhancement of Work*and *Work Enhancement of Personal Life* with indicators adapted from (11) and (12). *Reward system* operationalized through intrinsic and extrinsic components based on the conceptualization of Byars and (3) and (8).

2.3 Population and Sample

The study population includes the entire employee *Network Engineer* PT Proxis Sahabat Indonesia with a minimum working period of one year, totaling 72 individuals. Sampling technique using the *Total Sampling* or saturated sampling, where the entire population is used as a research sample. The selection of this method is based on the consideration that the population is relatively small and the researcher intends to ensure the representativeness of the data comprehensively without the need for specific probability calculation techniques (13). (8) confirms that saturated sampling is appropriate when researchers want to ensure the participation of all elements of the population in the study, thus providing representative results and covering all available data.

2.4 Data Collection Methods

Data collection integrates primary and secondary sources. Primary data were obtained through structured questionnaire instruments distributed to respondents and in-depth interviews with key sources to reinforce quantitative findings. Secondary data is sourced from documentation and organizational records of PT Proxis Sahabat Indonesia that are relevant to the research. The collection method includes literature research to analyze written sources related to the research topic, as well as field research through the distribution of questionnaires to target respondents at the research site.

2.5 Data Analysis Methods

Data analysis using a descriptive approach and *Structural Equation Modeling-Partial Least Square* (SEM-PLS) with SMART PLS software. Descriptive analysis is implemented to present data in a meaningful and conclusive form, allowing visualization of results in an easy-to-understand manner (14).

The *evaluation of the outer model* included a convergent validity test through *Average Variance Extracted* (AVE) with a value criterion greater than 0.5, discriminant validity using *cross loading values*, and a reliability test using *Cronbach's Alpha* and *Composite Reliability* with a minimum value of 0.7. The *internal evaluation of the model* involves R-Square analysis to measure the ability of independent variables to explain dependent variations, *Predictive Relevance* (Q^2) with values greater than 0 to indicate good observation results, *Effect Size* f^2 to assess the relative impact of independent variables, and *Goodness of Fit Index* to determine the merits of the research model. The hypothesis test used a t-statistical criterion of more than 1.96 and a p-value of less than 0.05 to determine the significance of the relationship between constructs. Loading *Factor analysis* is used to evaluate the representativeness of the indicator to the construct with a minimum value of 0.7 as the threshold for measurement adequacy.

3. Results and Discussion

3.1 Overview of Research Objects

PT Proxis Sahabat Indonesia (*Proxis*) is an information and communication technology company established in 2009 and operates in Jakarta. As a comprehensive *provider of Information and Communication Technology Management* (ICT-M) solutions, Proxis specializes in consulting services, system integration, managed *services*, and maintenance of information technology infrastructure. The company's vision is to become the best IT company that is honest, trustworthy, and has a strong commitment to providing IT service products as an integrated, innovative, and professional business solution. The company's main mission includes professional development of business potential, increasing customer satisfaction through quality products, building partnerships with the principle *of win-win solutions*, developing leading technological innovations, emphasizing professionalism and solid teamwork, as well as increasing benefits and added value for all stakeholders.

Proxis implements four core values in its operations: creativity that encourages *out-of-the-box* thinking to provide more value for *stakeholders*; a loyal and dedicated quality team with the ability to build a human resource development system; passion as the spirit of the soul to devote oneself to tasks thoroughly and face new challenges; and innovation as the spirit of mind to seek something new towards a goal that are better in processes, methodologies, systems, and viewpoints. The company's main services include IT consultants for infrastructure planning and digital strategy, *data centers* with *colocation* and *disaster recovery services*, integration systems for business application development such as *Enterprise Resource Planning* (ERP) and *Customer Relationship Management* (CRM), *Managed Network Services* (MNS) for end-to-end network management, monitoring and *Network Operations Center* (NOC) based *Software as a Service* (SaaS), as well as cloud-based applications to simplify the use of enterprise technology applications and infrastructure.

The main challenge faced by PT Proxis is to retain technical employees, especially the *network engineer* team. This problem is reflected in the decline in employee retention intention from 88.6% in 2021 to 81.4% in 2023. This condition is a serious concern for management because it is directly related to the sustainability of the company's operations. Evaluation of existing human resource management systems needs to consider key factors such as *work-life balance*, *reward system*, and employee commitment that have been proven to affect employee retention

intentions. Strategic steps are needed to build a work culture that encourages long-term employee commitment and retention and maintains the stability of the technical team that is the backbone of the company's services. As a strategic partner for various government institutions and the private sector, Proxis is committed to providing the best service through the use of competent, innovative, and professional human resources, as well as carrying out its function not only as a technical service provider but also as a digital transformation partner for organizations that want to improve business performance in an era of global competition.

Table 1 Description of Respondents of PT. PSI

Yes	Description	Frequency	Present (%)
Gender			
1	Man	67	93,1%
	Woman	5	6,9%
	Total	72	100%
Respondent Age			
2	< 20 years old	1	1,4%
	> 20-30 years old	33	45,8%
	> 30-40 years old	37	51,4%
	> 40-50 years old	1	1,4%
	Total	72	100%
Final Education			
3	SMK	40	55,6%
	S1	30	41,7%
	S2	2	2,8%
	Total	72	100%
Tenure			
4	1-2 years	3	4,2%
	>2-3 years	3	4,2%
	> 3 years	66	91,7%
	Total	72	100%

3.2 Descriptive Analysis of Variables

This study uses a quantitative approach by distributing questionnaires to 72 *network engineer* employees of PT Proxis who have worked for at least one year. Descriptive analysis was conducted to examine the tendency pattern of respondents' responses to each statement using a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). The demographic profile of the respondents showed that the male dominance was 93.1% (67 people), with the age group of 30-40 years dominating at 51.4% (37 people), followed by the 20-30 years old age group at 45.8% (33 people). The highest level of education is Vocational High School (SMK) at 55.6% (40 people), then Bachelor (S1) at 41.7% (30 people), and Master (S2) at 2.8% (2 people). The majority of respondents had more than three years of service at 91.7% (66 people), indicating a high level of seniority in the organization. The analysis of *the work-life balance* variable showed an average score of 4.18 which indicated that respondents agreed to feel a work-life balance. The highest indicator was that good communication in the family supported work (4.35), while the lowest indicator was that the workplace atmosphere supported personal life activities (3.99). The reward system variable obtained an average score of 4.21 which shows that respondents strongly agree with the company's reward system. The highest indicator is the opportunity to participate in capacity building training (4.36), while the lowest is the equality of opportunities for promotion (3.88). Employee *commitment* reached an average score of 4.07 which indicates that respondents agreed to have a commitment to the company. The highest indicator is the alignment of the company's perspective with the personal perspective (4.22), while the lowest is the guarantee of old age as a motivation to survive (3.92). The intention *to stay* obtained an average score of 4.16 which shows that the respondents agree to have the intention to stay in the company. The highest indicator is job

satisfaction with colleagues (4.36), while the lowest is job satisfaction with employers (3.97).

Table 2 Work-Life Balance Answer Frequency Distribution

Yes	Statement	Answer Options					Total	Mean
		1	**2**	**3**	**4**	**5**		
Work life balance								
WIPL (Work Interference with personal life								
1	The place where I work does not limit my time to live my personal life.	0	5	7	33	27	72	4.139
2	My workload doesn't complicate my personal life.	0	7	2	24	39	72	4.319
PLIW (Personal Life Interference with Work)								
3	Activities in my personal life do not make it difficult for me to do my job.	0	1	12	39	20	72	4.083
4	My personal interests did not cause my work to be delayed.	1	3	6	32	30	72	4.208
PLEW (Personal Life Enhancement of Work)								
5	Activities in my personal life support me in doing my work.	0	3	7	26	36	72	4.319
6	Activities in my personal life motivate me to do my work	0	2	9	35	26	72	4.181
7	Good communication in the family supports me in my work.	0	0	10	27	35	72	4.347
WEPL (Work Enhancement of Personal Life)								
8	The atmosphere at my workplace supports the activities in my personal life that I live	0	9	10	26	27	72	3.986
9	The award given to me makes me passionate about my work	0	3	14	32	23	72	4.042
Average value of work-life balance variables								4.18

3.3 Evaluation of Measurement Models (*Outer Model*)

The evaluation of the measurement model was carried out through validity and reliability testing using *Structural Equation Modeling* (SEM) with the help of SmartPLS 3.2.9. The convergent validity test using *the outer loading* value and *the Average Variance Extracted* (AVE) showed that some indicators needed to be eliminated because they did not meet the minimum criterion of 0.50. In the *work-life balance* variable, four indicators (WLB3, WLB4, WLB7, WLB9) were eliminated because they had *a loading factor* value below 0.50, leaving five valid indicators with a range of 0.571-0.780. The reward system variable experienced the elimination of two indicators (RS3, RS9) due *to the loading factor values* of 0.434 and 0.034 respectively, leaving seven valid indicators with a range of 0.501-0.874. The variables of employee commitment and persistent intention were minimally eliminated, with all indicators of employee commitment remaining valid (range 0.728-0.825) and one indicator of persistent intent (ITS5) being eliminated due to a value of 0.488, leaving eight valid indicators with a range of 0.669-0.871. The results of the AVE test showed that all constructs met the minimum criteria of 0.50: *work-life balance* (0.531), reward system (0.576), persistent intention (0.598), and employee commitment (0.609). The discriminant validity using the *cross-loading method* and the Fornell-Larcker criteria confirmed that each indicator had the highest correlation with the intended construct compared to the other. Although there is a fairly high correlation between constructs, the root value of AVE for each construct still meets the criteria of discriminant validity because it is above 0.70.

Reliability tests using *Cronbach's Alpha* and *Composite Reliability* showed that the entire construct had adequate internal consistency: *work-life balance* (*Cronbach's Alpha* = 0.777; *Composite Reliability* = 0.848), reward system (*Cronbach's Alpha* = 0.870; *Composite Reliability* = 0.902), defensive intent (*Cronbach's Alpha* = 0.903; *Composite Reliability* = 0.922), and employee commitment (*Cronbach's Alpha* = 0.908; *Composite Reliability* = 0.926). The entire value was above the minimum threshold of 0.70, indicating that the research instrument had a high level of reliability for use in the later stage of analysis.

Figure 1. Outer Loading Value

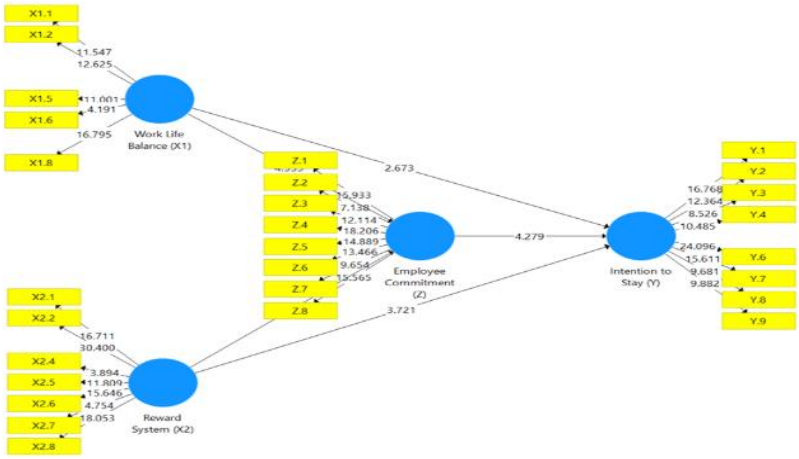

Figure 2. Inner Model Direction

The hypothesis test uses p-value and t-statistics to determine statistical significance. If the p-value < 0.05, the null hypothesis (H_0) is rejected, indicating significant evidence for the alternative hypothesis (H_1). In a bidirectional t-test with a normal distribution, a t-statistic > 1.96 or < -1.96 (at $\alpha = 0.05$) also indicates a rejection of H_0 , as this value is outside the reception area. These two criteria are interrelated with the t-statistic > 1.96 will result in a p-value < 0.05 thus providing a consistent conclusion about the significance of the results.

3.4 Evaluation of Structural Models (*Inner Model*)

Evaluation of the structural model showed excellent predictive quality with *an R-Square value* of employee commitment of 0.811 and persistent intention of 0.887. Based on Chin's criteria, both values are categorized as strong models because they exceed the 0.67 threshold. These results indicate that independent variables are able to explain 81.1% of employee commitment variances and 88.7% of employee retention intention variances. *The Goodness of Fit Index* (GoF) reached 0.645 which exceeded the threshold of 0.36, indicating the overall strong fit of the model. *A Predictive Relevance* (Q^2) of 0.978 indicates that the model has very high predictive relevance, with the ability to predict new data close to perfect. Effect *size* (f^2) analysis reveals the relative contribution of each independent variable. The reward system exerts a large effect on employee commitment ($f^2 = 0.678$), suggesting a central role in increasing employee engagement. *Work-life balance* had a moderate effect on employee commitment ($f^2 = 0.275$) but a small effect on retention intent ($f^2 = 0.121$). The reward system also showed a moderate effect on retention intent ($f^2 = 0.278$), while the relationship between employee commitment and retention intent had a moderate effect ($f^2 = 0.278$). These findings indicate that improving the reward system is the most effective strategy for increasing employee commitment and retention, followed by strengthening work-life balance.

Hypothesis testing using *bootstrapping* with 5,000 *resampling* showed that the entire research hypothesis was significantly supported. The direct effect *of work-life balance* on retention (β = 0.214; t = 2.673; p = 0.008) and employee commitment (β = 0.370; t = 4.359; p = 0.000) was shown to be significant. The reward system had a significant effect on retention intent (β = 0.373; t = 3.721; p = 0.000) and employee commitment (β = 0.580; t = 6.813; p = 0.000). Employee commitment had a significant effect on retention intention (β = 0.408; t = 4.279; p = 0.000). Indirect influences were also shown to be significant: *work-life balance* through employee commitment to persistent intent (β = 0.151; t = 3.123; p = 0.002) and reward system through employee commitment to persistent intent (β = 0.237; t = 3.537; p = 0.000). The total effect of *work-life balance* on retention intention reached 0.365, while the reward system reached 0.610, confirming the mediating role of employee commitment in strengthening the relationship between the two independent variables and employee retention intention.

Table 3 R-Square

Variable	R Square	R Square Adjust	Kreiteria
***Employee commitment* (Z)**	0.811	0.806	Strong Strong
***Intention to stay* (Y)**	0.887	0.882 0	Strong

Based on Table 3 R Square results, information was obtained that the Employee commitment (Z) variable was able to explain 81.1% of the variance in the tested model, while the Intention to stay (Y) variable explained 88.7% of the variance. A high R-Square score reflects the model's excellent predictive capabilities, which suggests that most of the variability in the data is successfully influenced by the variables in the model. Thus, it can be concluded that Employee commitment and Intention to stay are significant predictors in the context of this study, with Intention to stay showing a higher level of explanation of variance than Employee commitment.

Table 4 Hypothesis Test

Variable Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Direct Effect						
***Work life balance* (X1) -> *Intention to stay* (Y)**	0.214	0.230	0.080	2.673	**0.008**	**Accepted**
***Work life balance* (X1) -> *Employee commitment* (Z)**	0.370	0.382	0.085	4.359	**0.000**	**Accepted**
***Reward system* (X2) -> *Intention to stay* (Y)**	0.373	0.366	0.100	3.721	**0.000**	**Accepted**
***Reward system* (X2) -> *Employee commitment* (Z)**	0.580	0.569	0.085	6.813	**0.000**	**Accepted**
***Employee commitment* (Z) -> *Intention to stay* (Y)**	0.408	0.398	0.095	4.279	**0.000**	**Accepted**
Indirect Effect						
***Work life balance* (X1) -> *Employee commitment* (Z) -> *Intention to stay* (Y)**	0.151	0.151	0.048	3.123	**0.002**	**Accepted**
***Reward system* (X2) -> *Employee commitment* (Z) -> *Intention to stay* (Y)**	0.237	0.227	0.067	3.537	**0.000**	**Accepted**

Source: SmartPLS Output 3 (2025)

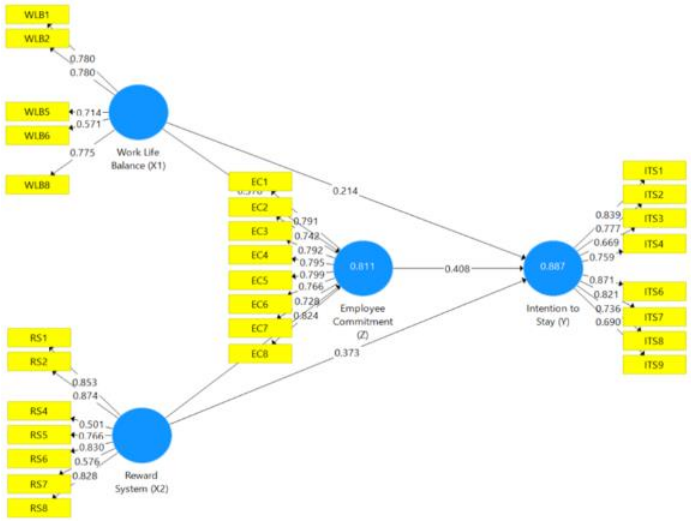

Figure 3. Value of Loading Factor Analysis

Discussion

The results of the analysis show that *Work-life balance* has a significant influence on *intention to stay*. These findings confirm the first hypothesis and are in line with research (15) that identifies *Work-life balance* as the main determinant of employee retention in the automotive sector. (16) strengthens this argument by showing the significant contribution of work-life balance to the formation of the retention intention of Aramex Indonesia employees. This phenomenon is explained through the mechanism of flexible working time which creates higher job satisfaction and loyalty, as stated (17) that employees who are able to balance work and family roles demonstrate superior engagement.

Relationship *Work-life balance* with *employee commitment* demonstrate high significance, confirming the second hypothesis. (4) support these findings by indicating the positive impact of work-life balance on *Continuity commitment*. (9) emphasizing the role of effective leave policies in increasing commitment, especially for women health workers. (13) adding that this positive contribution is mediated by job satisfaction through the building of social relationships and recognition of employee contributions.

The reward system showed a significant positive correlation to *intention to stay*, validating the third hypothesis. (18) Confirms that the reward system increases retention intent through increased employee engagement with organizational fairness moderation. (11) reinforcing by showing a positive correlation in Taipei's hospitality industry, indicating the effectiveness of the reward system in improving workforce retention.

The influence of the reward system on employee commitment showed the highest significance, making it the most influential exogenous variable. (19) support by identifying significant positive influences *Reward Strategy* to the commitment to commercial banks. Okolie & EGBON (2024) reinforce the argument that intrinsic and extrinsic rewards have a significant impact on civil servant commitment. (12) confirms the significance of the reward system to employee performance, while (20) shows the importance of motivation in improving organizational performance.

Employee commitment has been proven to have a significant effect on *intention to stay*. (14) Identify a positive relationship between organizational commitment and persistent intention in telecommunications companies. (21) strengthen by showing significant influence *Continuity commitment* against the intention of survival.

Mediation analysis confirms the role of employee commitment in mediating relationships *Work-life balance* with *intention to stay* and reward system with *intention to stay*. (22) support by showing *employee engagement* as an intervening variable that strengthens the relationship. (8) Confirm the role of partial mediating of employee commitment in the relationship *Work-life balance* with the intention of surviving nurses.

4. Conclusions and Suggestions

This study confirms that work-life balance and reward system are significant determinants of the intention to stay of network engineer employees of PT Proxis Sahabat Indonesia, with employee commitment serving as a partial mediator in the relationship. The SEM-PLS analysis shows that the reward system has a dominant influence on employee commitment (β=0.580) compared to work-life balance (β=0.370), indicating that the reward system is a critical factor in the formation of organizational commitment. A structural model with an R-Square of 0.887 demonstrates a very strong predictive ability, where independent variables are able to explain 88.7% of the variance in intention to stay. Empirical findings reveal that the optimization of work-life balance and the simultaneous implementation of a comprehensive reward system can increase employee commitment, which further contributes to increased retention intentions within organizations. The theoretical contribution of this research enriches the literature on human resource management in the information technology sector, while the practical implications provide strategic guidance for management in developing effective retention policies to retain high-quality technical talent.

Suggestion

Based on the findings of the study, the management of PT Proxis Sahabat Indonesia is recommended to implement a holistic retention strategy that integrates work-life balance optimization through flexible working time policies, remote working programs, and shift arrangements that consider employee welfare. The reward system needs to be restructured by developing a comprehensive reward component including competitive financial compensation, ongoing career development programs, advanced technical training, and systematic recognition of achievements. Building an organizational culture that supports employee commitment through effective internal communication, employee involvement in strategic decision-making, and mentoring programs for long-term professional development are implementation priorities. Further research is suggested to explore moderator variables such as demographic characteristics, transformational leadership, and organizational culture that can strengthen or weaken relationships between constructs. Expansion of research in other information technology sectors with a larger sample and longitudinal approach will provide a more comprehensive external validity to the developed model, resulting in a more robust generalization of findings for the information and communication technology industry as a whole.

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