

Work-Life Balance As A Retention Strategy With A Mediation Analysis Of Job Satisfaction In The Context Of The Service Industry

Work-Life Balance Sebagai Strategi Retensi Dengan Analisis Mediasi Kepuasan Kerja Dalam Konteks Industri Jasa

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ABSTRACT

This study aims to analyze the effect of work-life balance on employee retention with job satisfaction as a mediating variable at PT Trans Dana Profitri. The background of this study is the phenomenon of increasing employee turnover in recent years, indicating a serious challenge in retaining the workforce. Work-life balance is considered an important factor that can increase employee loyalty, however, the results of previous studies still show different findings, so job satisfaction is included as a mediating variable to explain the relationship more comprehensively. The study used a quantitative approach with a survey method and an explanatory design. The research sample of 125 respondents was determined using the Slovin formula from a total population of 182 employees. The data collection instrument was a questionnaire with a five-point Likert scale, which covered the dimensions of work-life balance, job satisfaction, and employee retention. Data were analyzed using path analysis with partial and simultaneous tests, as well as the Sobel test to examine the mediating role. The results showed that work-life balance had a positive and significant effect on job satisfaction and retention. Job satisfaction also had a significant effect on retention and was proven to partially mediate the relationship between work-life balance and retention. This research confirms that effective retention strategies need to combine work-life balance policies with efforts to increase job satisfaction through career development, task variety, and organizational support.

Keywords: Work-life balance, Job Satisfaction, Employee Retention.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh keseimbangan kerja-kehidupan (work-life balance) terhadap retensi karyawan dengan kepuasan kerja sebagai variabel mediasi di PT Trans Dana Profitri. Latar belakang penelitian ini adalah fenomena peningkatan tingkat turnover karyawan dalam beberapa tahun terakhir, yang menunjukkan tantangan serius dalam mempertahankan tenaga kerja. Keseimbangan kerja-kehidupan dianggap sebagai faktor penting yang dapat meningkatkan loyalitas karyawan, namun hasil penelitian sebelumnya masih menunjukkan temuan yang berbeda-beda, sehingga kepuasan kerja dimasukkan sebagai variabel mediasi untuk menjelaskan hubungan tersebut secara lebih komprehensif. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei dan desain eksplanatori. Sampel penelitian sebanyak 125 responden ditentukan menggunakan rumus Slovin dari populasi total 182 karyawan. Alat pengumpulan data adalah kuesioner dengan skala Likert lima poin, yang mencakup dimensi keseimbangan kerja-kehidupan, kepuasan kerja, dan retensi karyawan. Data dianalisis menggunakan analisis jalur dengan uji parsial dan simultan, serta uji Sobel untuk menguji peran mediasi. Hasil penelitian ini menunjukkan bahwa keseimbangan antara pekerjaan dan kehidupan pribadi memiliki dampak positif dan signifikan terhadap kepuasan kerja dan retensi karyawan. Kepuasan kerja juga memiliki dampak signifikan terhadap retensi dan terbukti berperan sebagai mediator parsial dalam hubungan antara keseimbangan antara pekerjaan dan kehidupan pribadi dengan retensi. Penelitian ini menegaskan bahwa strategi retensi yang efektif perlu menggabungkan

kebijakan keseimbangan antara pekerjaan dan kehidupan pribadi dengan upaya untuk meningkatkan kepuasan kerja melalui pengembangan karier, variasi tugas, dan dukungan organisasi.

Kata Kunci: Keseimbangan Antara Pekerjaan Dan Kehidupan Pribadi, Kepuasan Kerja, Retensi Karyawan.

1. Introduction

Human resources are the individuals who work within an organization to plan and achieve organizational goals. The quality of human resources is crucial to organizational success. Human resources must be a top priority and must be managed well, both in terms of competence and availability (Apriliana & Nawangsari, 2021). All workers generally desire a balance between their work and their personal lives. Work-life balance has become a major concern for workers in the modern era. High work pressure and the demand to be constantly connected through technology often blur the boundaries between professional and personal life. Research by Arifudin et al. (2024) revealed that this imbalance increases the risk of stress and burnout, negatively impacting employee productivity and job satisfaction. Furthermore, research by Paryontri (2024) shows that flexible work models, such as remote working and flexible work hour policies, can help workers achieve a better balance. Implementing such policies allows employees to manage their time more effectively, thereby improving their performance and overall quality of life. Therefore, it is crucial for organizations to adopt strategies that create a healthy and balanced work environment (Saputra et al., 2023).

Conversely, a lack of balance between work and personal life can negatively impact the organization. According to nusa.id (2022), work-life balance refers to the level of priority between a person's professional life and the level of work-related activities at home. Arifudin et al. (2024) revealed that employees experiencing imbalance tend to have low loyalty and high turnover rates. This emphasizes that work-life balance not only benefits individuals but also contributes to business sustainability. Dewi and Paryontri (2024) added that one effective strategy is implementing a work culture that respects employee rest time and provides well-being support programs.

In Morgan's article (BBC Indonesia, 2023), modern workers today view work-life balance as the ability to align work with their own individual priorities. It's the workers who determine what balance means to them, not the company. A recent survey from Jobstreet found that work-life balance is a major consideration for job seekers in Southeast Asia and Hong Kong and a top priority for some when choosing a job. This figure reached 71%, as reported by Tempo.co. In Indonesia, 43% of respondents said work-life balance was a top priority when choosing a job. Therefore, organizations seeking to retain a quality workforce need to consider strategies that focus not only on financial compensation but also on employee well-being, including policies that support work-life balance. The term "employee retention" is a term used in business management that describes a company's efforts to retain its current employees (Krishanoorthy & Ambreen Aisha, 2022). Employee retention is one of the main challenges companies face in retaining a quality workforce. Retention refers to a company's ability to retain employees long-term and reduce turnover. Research conducted by Krishnamoorthy & Aisha (2022) found that companies that implement effective employee retention can increase productivity and reduce employee turnover costs, which include recruitment and training costs. Therefore, by implementing effective employee retention, companies are able to retain talented employees.

There are determinants of employee retention that can be influenced by work-life balance (Sinaga & Sijabat, 2022). Current technological advancements have made employee knowledge and skills more important for both companies and employees, improving the quality of human resources needed in the workplace (Presbitreo et al., 2016). Another factor correlated with employee retention is employee job satisfaction. Job satisfaction is a crucial component of employee retention in achieving organizational success, where job satisfaction

can be achieved by ensuring employee physical and psychological comfort (Wayan et al., 2022). PT. Trans Dana Profitri (TDP) is a national private company engaged in the supply of goods and transportation of valuables, as well as general trading. In 2009, TDP expanded into security services, cleaning services, and supporting services. The company is managed by managers with a deep understanding of their respective fields, supported by a professional management team with extensive experience and a significant business network in both domestic and international business environments. Employee turnover is a crucial indicator in human resource management, reflecting the level of job satisfaction and the effectiveness of a company's retention policies. High turnover can negatively impact organizational stability, including productivity, recruitment costs, and the company's work culture. Therefore, analyzing turnover trends is essential to understand the factors influencing employee loyalty and formulate more effective retention strategies. According to data from the HR Department of PT. Trans Dana Profitri, employee turnover has shown an increasing trend in recent years. The following table presents employee turnover data from 2021 to 2024:

Table 1. Employee Turnover Data at PT. Trans Dana Profitri

Tahun	Jumlah Pegawai				Persentase (%)
	Awal	Masuk	Keluar	Akhir	
2021	180	-	-	180	-
2022	180	9	10	179	5,56%
2023	179	15	16	180	8,94%
2024	180	20	18	182	10%

The data shows that in 2022, the employee turnover rate reached 5.56%, calculated based on the number of employees leaving compared to the initial number of employees that year. This trend continued to increase in 2023, with the number of employees leaving increasing to 16, bringing the turnover rate to 8.94%. In 2024, turnover increased again to 10.00%, with the number of employees leaving reaching 18.

In recent years, various studies have examined the effect of work-life balance on employee retention, with results showing significant differences. Some studies found that work-life balance has a positive impact on employee retention. Asbari et al. (2023) emphasized that a good work-life balance can increase employee loyalty to the company. Another study by Hendi and Robin (2023) revealed that organizational support in maintaining work-life balance is a crucial factor in retaining a quality workforce. However, several studies have shown that work-life balance does not always have a positive impact on employee retention. A study by Utama (2023) showed that work-life balance does not have a direct influence on retention, but rather relies more on job satisfaction as a mediator. Similar results were found by Waspodo et al. (2023), who stated that without strong organizational commitment, work-life balance policies are insufficient to increase employee retention. Furthermore, research by Hendi and Robin (2023) showed that in some cases, employees with a good work-life balance actually have higher turnover intentions because they feel more confident in seeking better job opportunities at other companies. Research by Setiomo (2023) also found that factors such as compensation, career path, and leadership have a greater influence on retention than work-life balance itself. In fact, Samad et al. (2024) revealed that an overly flexible work-life balance can reduce employee engagement with the company, potentially increasing turnover.

2. Literature Review

The Relationship Between Work-Life Balance and Job Satisfaction

Work-life balance has a close and significant relationship with job satisfaction, especially in the context of the modern workplace, which demands flexibility and attention to

employee well-being. Previous research, such as that conducted by Asbari et al. (2023) and Samad et al. (2023), shows that a balance between work and personal life demands can increase job satisfaction because employees feel more valued, have control over their time, and experience lower stress levels. Work-life balance provides employees with space to meet their personal, social, and family needs, preventing them from feeling pressured by work that constantly demands their time and energy. When these needs are met, job satisfaction increases because employees perceive the work environment as supportive of their overall well-being, both physically and psychologically. Furthermore, the role of work-life balance as a determinant of job satisfaction has also been confirmed in a number of contemporary studies covering different work sectors. For example, Said and Adinna (2025) showed that work-life balance is a significant predictor of job satisfaction in the context of non-governmental organizations in Indonesia, while Pasaribu & Lestari (2025) focused on Generation Z, who highly value flexibility in work. However, the effectiveness of work-life balance in increasing job satisfaction is also influenced by other dimensions such as organizational support, type of work, and company culture. Several findings suggest that even when work-life balance is implemented, without a fair work system and open communication between superiors and subordinates, optimal job satisfaction remains difficult to achieve. Therefore, the implementation of effective work-life balance policies must be carried out holistically, taking into account the organizational context and individual employee needs to truly have a positive impact on job satisfaction.

H1: Work-life balance can influence job satisfaction.

The Relationship Between Job Satisfaction and Employee Retention

Job satisfaction is a key factor that significantly influences employee retention rates within an organization. When employees are satisfied with their jobs, including the work environment, rewards, relationships with superiors and coworkers, and work-life balance, their likelihood of remaining with the organization increases. This is supported by the findings of Wayan et al. (2022), who confirmed that physical and psychological comfort in the workplace contributes to increased employee loyalty. Similarly, a study by Said & Adinna (2025) found that job satisfaction acts as a mediator, strengthening the influence of work-life balance on retention. In other words, even if work-life balance is well implemented, its effect on retention will not be optimal if it is not accompanied by a high level of job satisfaction. Furthermore, in the context of PT. Trans Dana Profitri, which is experiencing an increasing turnover trend, job satisfaction levels are an important indicator for further study. Turnover data from 2022 to 2024 shows a consistent increase, indicating potential dissatisfaction that has not been addressed systematically. Studies such as those conducted by Sihombing & Sungono (2025) show that job satisfaction can bridge the relationship between workload and employee intention to stay with a company. When job satisfaction is high, employees tend to have stronger emotional attachments and organizational commitment, thus reducing the desire to leave. Therefore, organizations need to ensure that elements that shape job satisfaction, such as role clarity, career paths, and rewards and recognition, are well-managed to strengthen employee retention.

H2: Job Satisfaction Can Influence Employee Retention

The Relationship Between Work-Life Balance and Employee Retention

Work-life balance has a significant relationship with employee retention, as work-life balance is a crucial factor influencing employees' decisions to remain with an organization. Research by Asbari et al. (2023) and Setiomo (2024) shows that when organizations are able to create a work environment that supports employee flexibility and well-being, such as through flexible work policies and respect for rest periods, employee loyalty increases. This is because

employees feel cared for not only as workers but also as individuals with personal needs. This can prevent excessive stress, burnout, and increase emotional attachment to the company, thereby reducing the desire to leave or look for a new job. However, research also shows that the relationship between work-life balance and employee retention is not always direct and universal. Utama (2023) and Waspodo et al. (2023) found that work-life balance does not automatically guarantee employee retention, especially if it is not accompanied by job satisfaction, organizational commitment, and clear career opportunities. In fact, Hendi and Robin (2023) showed that employees with a high work-life balance are more confident about changing jobs because they feel they have greater control over their lives. This suggests that work-life balance needs to be integrated with other factors to effectively increase retention. Therefore, it is important for organizations to implement work-life balance policies not only symbolically but also strategically and integrated with other HR management systems, including career development, supportive leadership, and recognition of employee contributions.

H3: Work-life balance can influence employee retention.

The Relationship between Work-Life Balance and Employee Retention: Job Satisfaction as a Mediator

Job satisfaction plays a crucial role as a mediating variable in the relationship between work-life balance and employee retention. Several studies have shown that work-life balance does not always directly influence employees' decisions to remain with an organization, but rather has an indirect effect through increased job satisfaction. Utama (2023) and Waspodo et al. (2023) found that even with a high work-life balance, without adequate job satisfaction, employee retention intentions remain low. This is because employees tend to evaluate their work-life balance in terms of overall job satisfaction and fulfillment, including recognition, career advancement, and interpersonal relationships at work. Therefore, work-life balance will only positively impact retention if these are met. Other studies, such as those by Said & Adinna (2025) and Sihombing & Sungono (2025), also support the role of job satisfaction as an important mechanism mediating the effect of work-life balance on retention. By creating a healthy work-life balance, organizations can improve the quality of employees' work experiences, which in turn shape positive perceptions of their jobs. This perception will foster job satisfaction, ultimately increase loyalty and reduce turnover intentions. Therefore, to enhance the effectiveness of work-life balance policies in reducing turnover, organizations must not only provide flexible hours but also ensure that employees feel emotionally, professionally, and psychologically satisfied. Thus, job satisfaction serves as an amplifier of the relationship between work-life balance and employee retention, making it a key factor in designing sustainable HR management strategies.

H4: Job Satisfaction Mediates the Effect of Work-Life Balance on Employee Retention

3. Research Methods

This study used a quantitative approach with a survey method and an explanatory design to analyze the effect of work-life balance on employee retention through job satisfaction as a mediating variable. The data collection instrument was a 1–5 Likert-scale questionnaire, structured based on operationalized variable indicators: work-life balance (dimensions of time balance, involvement, and satisfaction), job satisfaction (job characteristics, participation, emotional burden, and organizational trust), and employee retention (compensation, career development, and work environment). The study population was all 182 employees of PT. Trans Dana Profitri, with a sample of 125 respondents determined using the Slovin formula and proportionally based on work division. Data analysis was conducted using path analysis to measure the direct and indirect effects between

variables, using partial (t-test), simultaneous (F-test), and Sobel tests to test the significance of mediation. The coefficient of determination (R^2) was used to determine the level of influence of the model on the dependent variable, with interpretation based on Sugiyono's (2019) categories. All tests were conducted using SPSS software. With this approach, the research aims to provide an in-depth understanding of how work-life balance can strengthen employee retention through the role of job satisfaction.

4. Results and Discussions

Respondent Demographic Analysis Using Research Variables

The respondent profile of this study illustrates the diverse workforce of PT. Trans Dana Profitri in terms of gender, age, education, and length of service. Based on the questionnaire results, the majority of respondents were male (92 people) while 33 were female (26%). This composition reflects the male-dominated workforce in the company's transportation and security services industry. In terms of age, respondents were predominantly young, productive individuals: 44 (35%) aged 20–25 and 48 (38%) aged 26–35. Meanwhile, 17 (14%) were aged 36–45, and 16 (13%) were over 45. This demonstrates a balance between a young, dynamic workforce and experienced, senior employees. In terms of education, the majority of respondents had a high school diploma or equivalent (71%), followed by a diploma (11%), a bachelor's degree (17%), and a master's degree (1%). This composition aligns with the company's characteristics, which emphasize practical skills. In terms of length of service, 49 respondents (39%) had 10–15 years of experience, 35 (28%) had worked since the company's inception, 23 (18%) had worked for 5–10 years, and 18 (14%) had worked for less than 5 years. This demographic diversity is important to analyze because it can influence employee perceptions of work-life balance, job satisfaction, and the company's retention policies.

Descriptive analysis results indicate that PT. Trans Dana Profitri employees are generally satisfied with their ability to manage and divide their time between work and personal life. Employees rated their time management, work engagement, family life satisfaction, and overall quality of life positively. This indicates that work-life balance is well-maintained. However, challenges persist, including difficulty maintaining full mental presence at both home and work, as well as potential role conflict between work and family. This indicates that despite a relatively good balance of time and role allocation, employees still face challenges in truly being fully present in both areas. In terms of demographics, the majority of employees are male, working in the transportation and security sectors, which require high levels of physical and mental involvement. Furthermore, most employees are of productive age, tending to have high energy and a strong level of involvement in their work, but also facing challenges in maintaining balance with their personal lives. The majority's educational background, with a high school or equivalent degree, and relatively long tenure also contribute to their ability to adapt to company policies. However, challenges in the mental presence aspect indicate the need for further support, especially for young or new employees, so that they do not experience role conflict that can reduce job satisfaction and the intention to stay in the company.

In terms of job satisfaction, employees are quite satisfied with the freedom they are given to determine their work methods, their involvement in important decision-making, and their recognition for their contributions. Employees also perceive organizational support in dealing with emotional challenges in the workplace, as well as trust and confidence from their superiors in the company's decisions. This indicates that the company is generally able to create a work environment that supports participation, recognition, and a sense of belonging among employees. However, challenges remain, including a relatively high perceived emotional burden, a lack of task variety that results in monotonous work, and a lack of clarity

regarding work objectives. These conditions have the potential to decrease motivation, create burnout, and reduce effectiveness in achieving work results.

A correlation with the respondent profile indicates that high emotional burden aligns with the characteristics of the majority of employees working in the security and transportation services industry, where work pressure and interaction with high-risk situations are prevalent. The predominant productive age group also explains the high need for task variety and clarity of work goals, as this age group tends to seek challenges and a clearer career path. Employees with longer tenure appear more accustomed to routines and able to maintain a high level of trust in the organization despite limited task variety. Furthermore, a secondary education background contributes to an orientation toward job stability, resulting in lower expectations for role variety and job complexity than for employees with higher education levels. Thus, job satisfaction at this company is influenced by the interaction of organizational factors and employee demographic characteristics.

An analysis of employee retention variables shows that employees are generally satisfied with various aspects of the compensation and welfare benefits provided by the company. Employees positively assess salaries, bonuses, health benefits, transportation allowances, annual leave entitlements, and other welfare benefits that support their daily lives. Organizational support in the form of harmonious working relationships, support from superiors and teams, and a safe and comfortable work environment are also appreciated. The company's flexible work policy contributes to positive employee perceptions by helping them maintain a balance between work and personal life. All of these factors are strong drivers of employee loyalty and retention. However, weaknesses remain in the career development aspect. Employees perceive that opportunities for promotion or advancement are limited, career paths are unclear, and access to training, workshops, or further study is suboptimal. Furthermore, the performance appraisal process is deemed ineffective in encouraging self-development. This indicates that while the company is adequate in meeting employee financial and welfare needs, employees still need certainty regarding self-development and long-term career opportunities. The absence of a clear system in this regard can reduce motivation, especially for younger employees seeking opportunities for growth.

In terms of demographics, high satisfaction with compensation and benefits is consistent with the majority of employees with a high school education or equivalent, for whom financial stability is a top priority. The majority of male employees working in the transportation and security services sector also place greater emphasis on practical benefits such as meal allowances, transportation, and leave entitlements. Conversely, younger age groups are more critical of the lack of clarity in career paths, promotion opportunities, and personal development, as they are in the phase of seeking challenges and long-term career prospects. Meanwhile, employees with longer tenure tend to be more satisfied with job stability and compensation, although limited career development can still impact their motivation. Therefore, company retention strategies need to balance meeting financial needs with ongoing professional development to reach all employee groups with different characteristics.

Analysis of Hypothesis Test Results

Path analysis is a test conducted to analyze the relationship patterns between variables. The aim is to analyze the direct and indirect influence of independent (exogenous) variables on dependent (endogenous) variables. The following are the results of the path analysis test, depicted in the following table.

Table 2. Significance Value of Independent Variables on Mediating Variables
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	7.674	1.561		4.917	.000		
	work_lifebalance	1.136	.041	.927	27.421	.000	1.000	1.000

a. Dependent Variable: job retention

Based on the table above, the significance value of the work-life balance variable is 0.000 (<0.050), which means that the work-life balance variable has a significant influence on employee job satisfaction. To determine the extent of the work-life balance variable's influence on employee job satisfaction, see the following table.

Table 3. R Square Value of Independent Variables against Mediating Variables

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 ^a	.859	.858	4.59996

a. Predictors: (Constant), work_lifebalance

b. Dependent Variable: job retention

Based on the table above, the R-square value is 0.859, indicating that the work-life balance variable contributes 85.9% to employee job satisfaction. The e1 value can be calculated using the following formula.

$$e1 = \sqrt{1 - 0,859} = 0,375$$

Based on the values above, the path analysis of variable X towards Z can be described as follows.

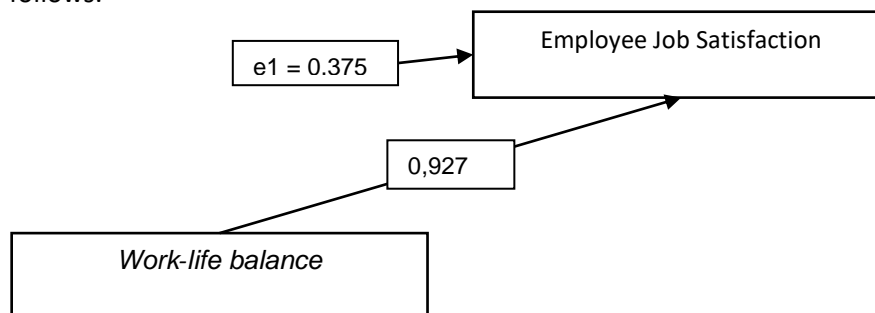


Figure 1. Path Analysis of Independent Variables on Mediating Variables

A second stage path analysis test was conducted to determine the relationship between the work-life balance variable and employee job retention through employee job satisfaction.

Table 4. Significance Value

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	3.499	1.122		3.119	.002		
	work_lifebalance	.789	.032	.644	24.807	.000	.544	1.837
	kepuasan_kerja	.682	.042	.420	16.172	.000	.544	1.837

a. Dependent Variable: job retention

Based on the table above, it can be seen that the significance value of the work-life balance variable is 0.000 (<0.050), which means that the work-life balance variable has a significant

effect on employee job retention. Meanwhile, the employee job satisfaction variable also has a significance value of 0.000 (<0.050), which means that the employee job satisfaction variable has a significant effect on employee job retention. Then, to determine the contribution of the work-life balance and employee job satisfaction variables to employee retention, see the following table.

Table 5. R Square Value

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.977 ^a	.955	.955	2.60502

a. Predictors: (Constant), kepuasan_kerja, work_lifebalance

b. Dependent Variable: job retention

Based on the table above, the R-square value is 0.955, indicating that the work-life balance and employee job satisfaction variables contribute 0.955% to employee retention. Meanwhile, the e2 value can be calculated using the following formula:

$$e2 = \sqrt{1 - 0,955} = 0,212$$

Based on the values above, the path analysis of variable X towards Y via Z can be described as follows.

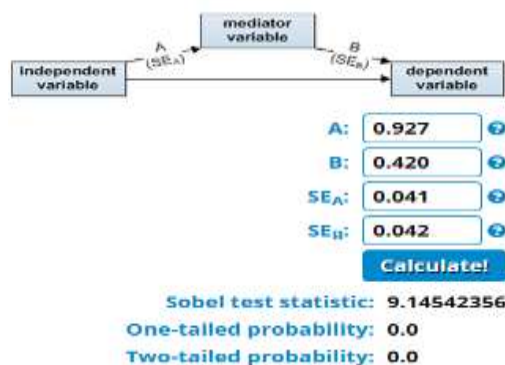


Figure 2. Path Analysis

Based on the results of the path analysis above, it can be seen that the direct influence of the work-life balance variable on employee job satisfaction is 0.927. Meanwhile, the indirect influence of the employee motivation variable through employee job satisfaction on employee performance is the multiplication of the beta value (work-life balance on employee job satisfaction) by the beta value (employee job satisfaction on employee job retention), namely:

$$0.927 \times 0.420 = 0.389$$

Given that the indirect effect is 0.389, it can be concluded that the indirect effect is not higher than the direct effect. To strengthen the path analysis results for the indirect effect through the employee job satisfaction variable, a Sobel test was conducted, with the following results.



Based on the image above, there is a value of A, namely the regression coefficient of work-life balance on employee job satisfaction of 0.927, then the value of B, namely the regression coefficient of employee job satisfaction on employee job retention of 0.420, SEA (standard error of A) of 0.041 and SEB (standard error of B) of 0.042. Based on the data that has been calculated, it produces a t count (Sobel test statistic) of 0.000 which is smaller than the t table of 1.665 and a two-tailed probability value of $0.000 < 0.050$, which means that the results of the Sobel test of the work-life balance variable on employee job retention with the employee job satisfaction variable as a mediating variable can be a significant mediation.

Discussion

Based on the results of the hypothesis testing, all key relationships in the model proved significant. Work-life balance had a positive effect on job satisfaction, job satisfaction had a positive effect on retention, and work-life balance also had a direct effect on retention. When job satisfaction was included as a mediator, the effect of work-life balance on retention remained significant, and the indirect pathway through job satisfaction also proved significant. This indicates that job satisfaction acts as a partial mediator, allowing work-life balance to increase retention both directly and through increased job satisfaction. Therefore, implementing a work-life balance policy can not only strengthen employee loyalty but also increase their satisfaction with their daily work experience. These findings also address the debate in the literature regarding whether work-life balance influences retention directly or indirectly. The results of this study indicate that both pathways can operate simultaneously. On the one hand, a good work-life balance has been shown to increase employee loyalty. On the other hand, job satisfaction also plays a significant role as a psychological mechanism that strengthens this relationship. Therefore, the differences in previous research results can be understood as the different contexts, whereas in the security and transportation services sectors, both mechanisms operate simultaneously.

The novelty of this research lies in three important aspects. First, it provides empirical evidence in the security and transportation services sector, characterized by a predominantly male workforce, productive age, secondary education, and relatively long tenure, which are rarely explored in work-life balance studies in Indonesia. Second, it combines statistical evidence from path analysis and consistent mediation tests, thus clarifying the relationship mechanisms between variables. Third, it emphasizes a more precise practical implication: that implementing work flexibility alone is not enough. Companies need to strengthen the impact of work-life balance through career development, task variety, clear goal setting, development-based appraisal systems, and support for education and certification. With these strategies, job satisfaction can be increased and ultimately strengthen sustainable employee retention.

5. Conclusion

This study confirms that work-life balance plays a crucial role in increasing employee retention at PT Trans Dana Profitri. The analysis shows that work-life balance not only directly impacts employee loyalty but also indirectly through increased job satisfaction. This means that the company's work-life balance policy can encourage employee retention while simultaneously improving daily work experiences. Job satisfaction has been shown to be a partial mediating factor that strengthens the relationship between work-life balance and employee retention. Employees who experience balance in their lives tend to be more satisfied with their jobs, and in turn, have a greater emotional attachment and commitment to the company. Thus, job satisfaction is key to ensuring that work-life balance policies are truly effective in reducing turnover. Overall, this study provides both theoretical and practical contributions. From a theoretical perspective, this study clarifies the debate regarding the

relationship between work-life balance and retention by demonstrating that the two can be linked through a dual mechanism: a direct influence and an indirect influence through job satisfaction. From a practical perspective, this study emphasizes the importance of not only providing work flexibility but also strengthening job satisfaction factors through career development systems, task variety, goal clarity, and ongoing organizational support. With a more comprehensive strategy, companies can increase employee loyalty while reducing the turnover rate, which has long been a major challenge.

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