

## Optimizing Employee Loyalty Through Career Development, Work Life Balance, and Compensation

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### ABSTRACT

This research aims to determine the influence of career development, work life balance and compensation on the loyalty of Wonoayu Community Health Center employees, both partially and simultaneously. This research is a type of quantitative research using a 1-5 Likert scale analysis tool and data testing, namely validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing. The data collection technique uses a questionnaire distributed via a Google form link. The population in this study was Wonoayu Community Health Center employees, totaling 95 people and the sampling technique used a census technique, namely 95 respondents. The results of this research prove that the loyalty of Wonoayu Community Health Center employees can be influenced through career development, work-life balance and compensation. From the results of the coefficient of determination, it is known that the contribution of career development, work-life balance and compensation variables has an influence on the employee loyalty variable, namely 78.7% and the remaining 21.3% is influenced by other variables not used in this research.

**Keywords:** Career Development, Compensation, Employee Loyalty, and Work Life Balance.



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### INTRODUCTION

In the current era of the industrial revolution 4.0 period, human resources are assets that play the most important role in an agency or company (Sulistyo & Ali, 2023). The quality of human resources that are qualified, good, and in accordance with high expertise positions will affect the success of an organization or agency. At this time, all agencies have realized the importance of improving good human resources that will support the success of an agency or company (Willy Rizky Utami & Dwiatmadja, 2020). The quality of human resource improvement that has been produced by the agency is not sufficient for the success and success achieved (Willy Rizky Utami & Dwiatmadja, 2020). Another factor is the proper placement of individuals in accordance with their positions and expertise is also very important. Agencies that from the beginning of employee recruitment have

begun to apply the right placement of positions and expertise will help the success of an agency (Willy Rizky Utami & Dwiatmadja, 2020).

Puskesmas is one of the agencies in the health sector that relies on human resources in all its work operations. Puskesmas as a business in the field of health care or services requires competent and skilled employees to provide the best service for people who visit and seek treatment. Wonoayu Health Center is one of the health centers located on Jl. Raya Wonoayu No.1, Popoh, Jimbaran Kulon, Kec. Wonoayu, Sidoarjo Regency, East Java 61261 is an agency in the health sector that is often visited by the public for the purpose of treatment. In serving the community, Wonoayu Community Health Center employees must serve patiently. Therefore, Wonoayu Community Health Center must pay attention to career development, work life balance, and employee compensation so that Wonoayu Community Health Center employees become more loyal at work. It has been proven that in 2022 the loyalty of Wonoayu Community Health Center employees is felt to be decreasing, this can be seen from employee data since last year. There is a demand for employees to always be skilled and agile in their field, but this is not balanced with good career development by the agency. There is a time imbalance where we still find employees who often arrive late, this is because employees cannot divide their work time and personal time (WIDIASTUTI & BAIHAKI, 2023). The existence of social jealousy, where there are still some employees who easily exchange working time for personal interests so that it can allow for decreased performance interference (Sukmana et al., 2021). The nominal amount of wages or salaries for permanent employees is still below the Sidoarjo City UMK standard, this is not in accordance with the position of duties and responsibilities of employees at the Wonoayu Health Center (Azizi et al., 2021).

Seeing the phenomena and problems that occurred regarding the decline in employee loyalty last year, changes need to be made to increase employee loyalty to be better than before. Namely by developing employees' careers so that they feel that everyone has a clear career path, and paying attention to employees whether they feel burdened by work when they are at home. Apart from that, the compensation they get for the work they do must also be balanced because these factors can also influence employee loyalty. Based on the background of the problem above, researchers are interested in conducting research entitled: "Optimizing Employee Loyalty through Career Development, Work Life Balance, and Compensation."

### **Career Development**

Career Development is an agency policy in managing the career of each individual, this is very important for the development of competitive human resources so that potential employees can achieve a good career path in the agency where they work (Wulandari & Sholihin, 2019). Career development can also motivate employees to increase their contribution to work (Saefullah, 2021). And career development is one way that agencies or companies can support and improve all the skills and productivity of each employee, while preparing them for the future world of work (Prawitasari & Bustari, 2020).

### **Work Life Balance**

Work life balance is the ability of a person or individual to be able to carry out duties and obligations in their work but still prioritize and not forget their respective families, as well as personal responsibilities that are outside of other jobs (Nirmala et al., 2019). It is hoped that with this, all employees have a work-life balance that is well maintained in an agency or company, so that when doing work it can cause a sense of comfort, causing high employee loyalty. Conversely, if the work life balance in a company or agency is lower, employee loyalty will also be lower (Sumantri & Mujiati, 2023).

### **Compensation**

Compensation is one element that is no less important in the form of results and achievements that have been obtained by employees in the contribution that has been given to the agency or company where they work (Nirmala et al., 2019). Compensation is any form of payment or fee that has been

received by employees from their place of work with the expectation that the agency or company will get feedback in the form of high employee performance and productivity (Nirmala et al., 2019). Compensation that is given evenly and in accordance with the expertise possessed can motivate employees to improve performance and loyalty to the company or agency.

### Employee Loyalty

Loyalty is the commitment of every person to the success of a company or agency where they work to achieve the goals they want to achieve (Febriana & Kustini, 2022). Based on employee loyalty, employees not only help to achieve their goals, in other positions can also help leaders in completing their work (Ajeng Reni Razmayanti & Siska Fajar Kusuma, 2024). Loyalty is a form of attitude of loyalty and commitment to one's work through responsibility or service provided to the workplace with the best behavior. Every employee in carrying out work contributions will never break up from loyalty and good work attitudes. The higher the loyalty of employees in an agency or company, the easier it will be to achieve future goals (Sari & Susanto, 2023).

It is not easy to increase employee loyalty in every agency. Several factors must be considered by the agency to increase employee loyalty at the Wonoayu Health Center such as providing Career Development to get competent and qualified employee performance, providing work life balance, and compensating employees for appreciation of the work that has been done. If these three factors can be fulfilled by the agency, employee loyalty will be well achieved.

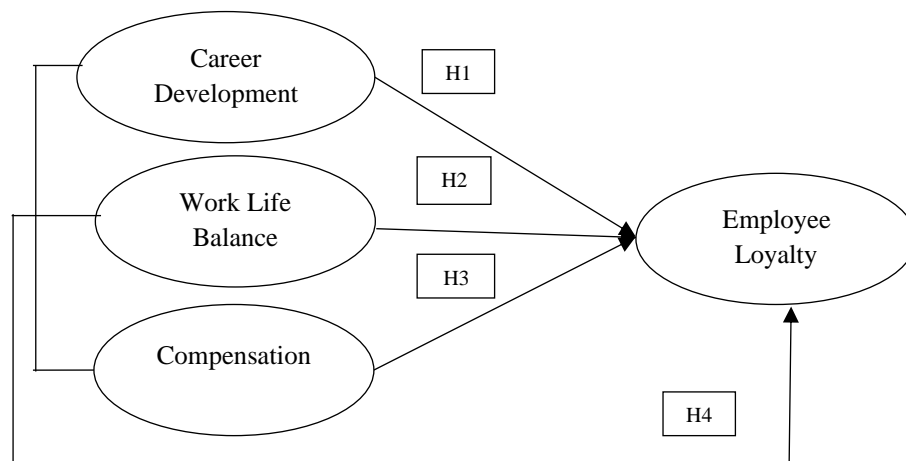
### Hypothesis

H1: Career Development affects employee loyalty at the Wonoayu Health Center

H2: Work Life Balance affects employee loyalty at the Wonoayu Health Center

H3: Compensation affects employee loyalty at the Wonoayu Health Center

H4: Career Development, Work Life Balance, and Compensation affect Employee loyalty at the Wonoayu Health Center



**Figure 1. Conceptual Framework**  
source: problems at the Wonoayu Community Health Center

### METHODS

This research uses quantitative methods with a descriptive approach. The population in this study was Wonoayu Community Health Center employees, totaling 95 people and the sampling technique used a census technique, namely 95 respondents. The data collection technique is through primary data sources, namely by using a questionnaire distributed via a Google Form link, and secondary

data sources are obtained from previous research journals related to research variables. The instrument used in this research is a 1-5 Likert scale, where each alternative answer will be given a score for greater clarity regarding the size of the value of each alternative answer to the statement. The data analysis technique for this research was carried out using validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing to determine how much influence or results the independent variable (X) has on the dependent variable (Y) (Andriani et al., 2023).

## RESULTS AND DISCUSSION

### 1. Research Instrument Testing

#### a) Validity Test

**Table 1. Validity Test Results**

Variable	Indicator	$r_{\text{count}}$	$r_{\text{table}}$	Description
Career Development (X1)	X1.1	0,406	0,202	Legitimate
	X1.2	0,678	0,202	Legitimate
	X1.3	0,637	0,202	Legitimate
	X1.4	0,632	0,202	Legitimate
	X1.5	0,676	0,202	Legitimate
	X1.6	0,839	0,202	Legitimate
	X1.7	0,722	0,202	Legitimate
	X1.8	0,601	0,202	Legitimate
	X1.9	0,421	0,202	Legitimate
	X1.10	0,669	0,202	Legitimate
Work Life Balance (X2)	X2.1	0,706	0,202	Legitimate
	X2.2	0,719	0,202	Legitimate
	X2.3	0,691	0,202	Legitimate
	X2.4	0,730	0,202	Legitimate
	X2.5	0,658	0,202	Legitimate
	X2.6	0,516	0,202	Legitimate
Compensation (X3)	X3.1	0,756	0,202	Legitimate
	X3.2	0,689	0,202	Legitimate
	X3.3	0,430	0,202	Legitimate
	X3.4	0,723	0,202	Legitimate
	X3.5	0,848	0,202	Legitimate
	X3.6	0,772	0,202	Legitimate
	X3.7	0,754	0,202	Legitimate
	X3.8	0,596	0,202	Legitimate
Employee Loyalty (Y)	Y.1	0,604	0,202	Legitimate
	Y.2	0,566	0,202	Legitimate
	Y.3	0,699	0,202	Legitimate
	Y.4	0,445	0,202	Legitimate

	Y.5	0,856	0,202	Legitimate
	Y.6	0,812	0,202	Legitimate
	Y.7	0,723	0,202	Legitimate
	Y.8	0,742	0,202	Legitimate

Source: primary data processed

Based on the results of the validity test, it is known that the research results of all questionnaire statement items from variable (X) and variable (Y) have  $r \text{ count} > r \text{ table}$ , so it can be said that the statement items from variable (X) and variable (Y) are valid and can be used to measure the variables that have been studied. The above results can be seen, that all statements from the respondent's questionnaire are declared valid and suitable for use as measurement material for research purposes (Lumiu et al., 2019).

## b) Reliability Test

**Table 2. Reliability Test Results**

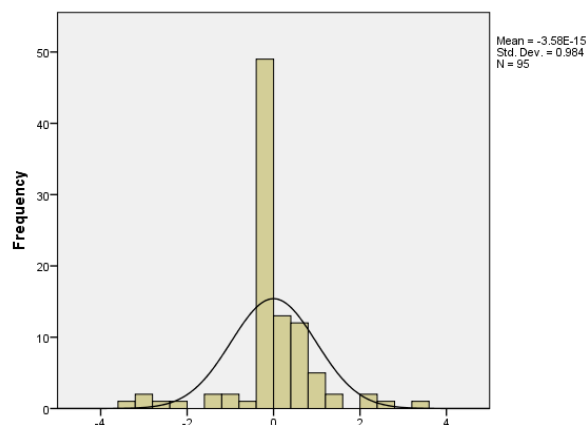
No	Variable	Cronbach's Alpha		Description
		Count	Standard	
1	Career Development (X1)	0,833	0,60	Reliable
2	Work Life Balance (X2)	0,725	0,60	Reliable
3	Compensation (X3)	0,832	0,60	Reliable
4	Employee Loyalty (Y)	0,819	0,60	Reliable

Source: primary data processed

In table 2 it can be seen that the variables Career Development (X1), Work Life Balance (X2), Compensation (X3), and Employee Loyalty (Y) have reliable status, this happens because they have a Cronbach's Alpha value  $> 0.60$  so that the variables in this research can be used to conduct further research.

## 2. Classical Assumption Test

### a) Normality Test



**Figure 2. Histogram of Normality Test**

The picture above is a histogram graph, the histogram graph can be declared normal if the data distribution forms a bell (bell shaped). The histogram graph above forms a bell and does not lean to the right or left, so the histogram graph can be declared normal.

**b) Multicollinearity Test**

**Table 3. Multicollinearity Test Results**

Model	Coefficients <sup>a</sup>	
	Collinearity Statistics	
	Tolerance	VIF
Career Development (X1)	0,605	1,652
Work Life Balance (X2)	0,495	2,021
Compensation (X3)	0,639	1,565

a. Dependent Variable: Employee Loyalty (Y)

Source: primary data processed

From the table above, it is known that the VIF value  $< 10$  and the tolerance value  $> 0.1$  so it can be concluded that the regression does not have multicollinearity symptoms. This means that among the independent variables (career development, work life balance, and compensation) do not affect each other.

**c) Autocorrelation Test**

**Table 4. Autocorrelation Test Results**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.887 <sup>a</sup>	0,787	0,780	0,93430	2,103

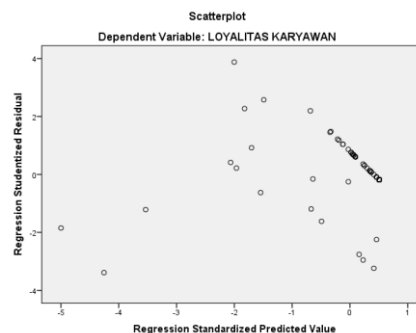
a. Predictors: (Constant), Compensation (X3), Work Life Balance (X2), Career Development (X1)

b. Dependent Variable: Employee Loyalty (Y)

Source: primary data processed

Based on the table above, it is known that the durbin watson value is 2.103 with  $dL < d < 4-dU$  ( $1.602 < (2.103) < (2.268)$ ), meaning that the multiple regression carried out in this study does not occur autocorrelation.

**d) Heteroscedasticity Test**



**Figure 3. Heteroscedasticity Test Results**

Based on the image above, it is clear that there is no pattern occurring and the data points are spread randomly, both above the number 0 and below the number 0 on the vertical axis or Y axis, therefore it can be concluded that there is no particular pattern and no heteroscedasticity occurs.

### 3. Multiple Linear Regression Analysis

**Table 5. Multiple Linear Regression Test Results**

Coefficients <sup>a</sup>						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,551	2,239		-0,693	0,490
	Career Development (X1)	0,082	0,040	0,127	2,050	0,043
	Work Life Balance (X2)	0,288	0,091	0,218	3,173	0,002
	Compensation (X3)	0,725	0,066	0,664	10,969	0,000

Dependent Variable: Employee Loyalty (Y)

Source: primary data processed

Based on the test results in table 6 using the SPSS program, the regression equation is obtained as follows:

$$Y = -1,551 + 0,082X_1 + 0,288X_2 + 0,725X_3 + e$$

The regression equation formed above provides the following explanation:

a. Constant

The constant value of -1.551 indicates that if the variables of career development, work life balance, and compensation are 0, then the fixed value or initial value of employee loyalty is -1.551.

b. Career Development

The regression coefficient value of the career development variable is positive at 0.082. This means that if the career development variable increases by 1% with the assumption that the other variables are constant, it will be followed by an increase in employee loyalty of 0.082.

c. Work Life Balance

The regression coefficient value of the work life balance variable is positive at 0.288. This means that if the work life balance variable increases by 1% assuming the other variables are constant, it will be followed by an increase in employee loyalty of 0.288.

d. Compensation

The regression coefficient value of the compensation variable is positive by 0.725. This means that if the compensation variable increases by 1% assuming the other variables are constant, it will be followed by an increase in employee loyalty of 0.725.

### 4. Hypothesis Testing

a) Partial Test (t Test)

**Table 6. Partial Test Results**

Coefficients <sup>a</sup>				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.



		B	Std. Error	Beta		
1	(Constant)	-1,551	2,239		-0,693	0,490
	Career Development (X1)	0,082	0,040	0,127	2,050	0,043
	Work Life Balance (X2)	0,288	0,091	0,218	3,173	0,002
	Compensation (X3)	0,725	0,066	0,664	10,969	0,000

Dependent Variable: Employee Loyalty (Y)

Source: primary data processed

Based on table 6, the following are the results of partial hypothesis testing (t test) using the assumption of a confidence level of 5% with a degree of freedom value of  $df = n - k - 1$  ( $95 - 3 - 1 = 91$ ) so that a t table of 1.987 is obtained. Then it can be described as follows:

- The Effect of Career Development on Employee Loyalty**  
Based on the t test table, the tcount is 2.050. This shows t count  $2.050 > t$  table 1.987 and significance  $< 0.05$  ( $0.043 < 0.05$ ). Thus, H1 is accepted. This means that career development has a positive influence on employee loyalty. This means that if the career development variable is increased, the loyalty of Wonoayu Community Health Center employees will increase.
- The Effect of Work Life Balance on Employee Loyalty**  
Based on the t test table, the t count is 3.173. This shows t count  $3.173 > t$  table 1.987 and significance  $< 0.05$  ( $0.002 < 0.05$ ). This means that H2 is accepted. This means that work life balance has a positive influence on employee loyalty. This means that if the work life balance variable is increased, the loyalty of Wonoayu Community Health Center employees will increase.
- The Effect of Compensation on Employee Loyalty**  
Based on the t test table, the tcount is 10.969. This shows that the t count is  $10.969 > t$  table 1.987 and the significance is  $< 0.05$  ( $0.000 < 0.05$ ). Thus, H3 is accepted. This means that compensation has a positive influence on employee loyalty. This means that if the compensation variable is increased, the loyalty of Wonoayu Community Health Center employees will increase.

#### b) Simultaneous Test (F Test)

**Table 7. Simultaneous Test Results**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	293,450	3	97,817	112,058	.000 <sup>b</sup>
	Residual	79,435	91	0,873		
	Total	372,884	94			

a. Dependent Variable: Employee Loyalty (Y)

b. Predictors: (Constant), Compensation (X3), Work Life Balance (X2), Career Development (X1)

Source: primary data processed

From the test results simultaneously shows the F count value of 112.058 while F table at a significance confidence level of 5% and  $df_1 = k - 1$  ( $3 - 1 = 2$ ) and  $df_2 = n - k - 1$  ( $95 - 3 - 1 = 91$ ), F table is obtained at 3.097, therefore F count  $112.058 > F$  table 3.097 and the table above shows a significance value  $< 0.05$  ( $0.000 < 0.05$ ). Thus H4 is accepted, that the variables of career development, work life balance, and compensation simultaneously have a significant effect on employee loyalty.



c) Coefficient of Determination

**Table 8. Determination Coefficient Test Results**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.887 <sup>a</sup>	0,787	0,780	0,93430	2,103

a. Predictors: (Constant), Compensation (X3), Work Life Balance (X2), Career Development (X1)

b. Dependent Variable: Employee Loyalty (Y)

Source: primary data processed

Based on the research results in table 8, it can be seen that the coefficient of determination (R<sup>2</sup>) is 0.787 or 78.7%, so it can be seen that the employee loyalty variable can be explained by 78.7% by the variables career development (X1), work life balance (X2), and compensation (X3). Meanwhile, 21.3% was influenced by other variables not used in this research such as work environment, work culture and self-efficacy.

**Discussion of Research Results**

1. The first hypothesis: career development partially has a positive and significant effect on Employee Loyalty.

Based on the research results, it was found that the career development obtained was able to increase the loyalty of Wonoayu Community Health Center employees. From the results of the questionnaire distributed to Wonoayu Community Health Center employees, it was found that competency indicators are a supporting factor in increasing employee loyalty. This is proven by the Wonoayu Community Health Center having divided workplace positions according to the skills possessed by each employee, so that all employees have better work loyalty and have high career competence so that all employees have the same opportunity to occupy higher positions. The results of this research relate to research conducted by (Lumiu et al., 2019) which states that career development greatly influences the loyalty of PT Aura Cantik Indonesia employees. Paying attention to one's career in career planning also optimizes employee engagement with the company and minimizes employee turnover. According to research (Meda et al., 2022), career development has a significant influence on employee loyalty.

2. The second hypothesis: work life balance partially has a positive and significant effect on Employee Loyalty.

Based on the results of subsequent research, it shows that work life balance increases the loyalty of Wonoayu Community Health Center employees. From the results of the questionnaire distributed to Wonoayu Community Health Center employees, it was found that the balance of engagement indicator was a supporting factor in increasing employee loyalty. This is proven by the fact that all Wonoayu Community Health Center employees continue to enjoy their work activities even though many things are happening in their personal lives, so that employees are always enthusiastic about working and do not feel stressed because of work. The results of this research relate to research conducted by (Ma'ruf, 2021) and (Hawa & Nurtjahjanti, 2020) which says that work life balance has a positive and significant influence on employee loyalty.

3. The third hypothesis: compensation partially has a positive and significant effect on Employee Loyalty.

The research results show that compensation can increase the loyalty of Wonoayu Community Health Center employees. Based on a questionnaire distributed to Wonoayu Community Health Center employees, it was found that incentive indicators are a supporting factor in increasing

employee loyalty. This is proven by the incentives provided outside of the salaries received by employees, when Wonoayu Community Health Center employees provide good service to patients or the public who visit the Wonoayu Community Health Center. The results of this research are supported by research conducted by (Dita Saptarini & Yudhaningsih, 2020) and (Liana & Megantoro, 2023) it is proven that compensation has a positive and significant effect on employee loyalty.

4. The fourth hypothesis: career development, work life balance, and compensation simultaneously have a positive and significant influence on Employee Loyalty.

Research conducted at the Wonoayu Community Health Center showed results in the same direction, namely positive and significant simultaneously on employee loyalty. The results of this research can be proven by a collection of respondents' answers who agreed that career development, work life balance and compensation were combined so that they could influence employee loyalty. It can be interpreted that motivating or encouraging employees to work optimally and have a high level of loyalty can be influenced by several factors such as the presence of employees who are always loyal in providing ideas for activities for the benefit of the agency, providing opportunities for Wonoayu Community Health Center employees to be able to develop appropriate careers. with their respective skills, and a balance of employee involvement when carrying out work activities still feels enjoyable even though there are many things going on in their personal lives. Apart from that, conditions in the field show that providing incentives outside of the salary received by employees can bring about better changes and help increase employee loyalty at work so that the Wonoayu Health Center's goal of always providing good and satisfying service can be realized without any obstacles.

## CONCLUSION

Based on the results of the analysis and discussion of the effect of career development, work life balance, and compensation partially and simultaneously, it can be concluded that it has a positive and significant effect on employee loyalty at the Wonoayu Health Center. In addition, from the results of this study it is found that compensation is a more dominant indicator that affects employee loyalty, so that the higher the compensation provided by the agency to employees, the more it encourages and increases employee loyalty. For future research, it can develop research on employee loyalty variables by adding or replacing other variables that can have more influence on work loyalty variables, such as self efficacy variables, work motivation, work environment, and transformational leadership or other variables.

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