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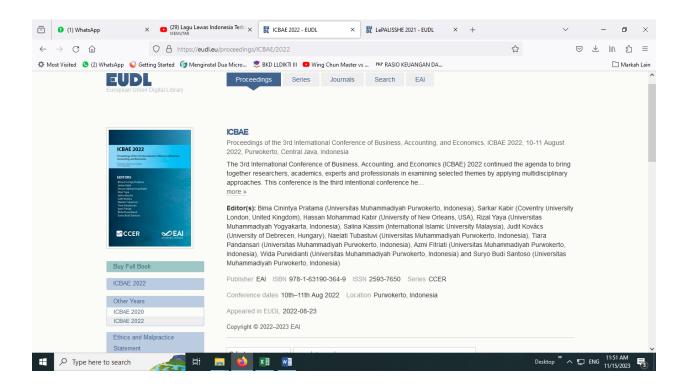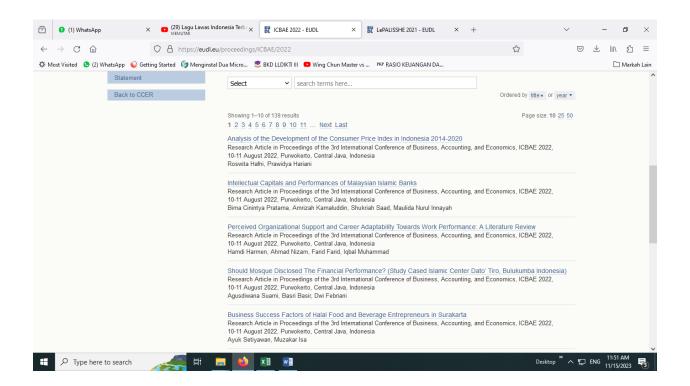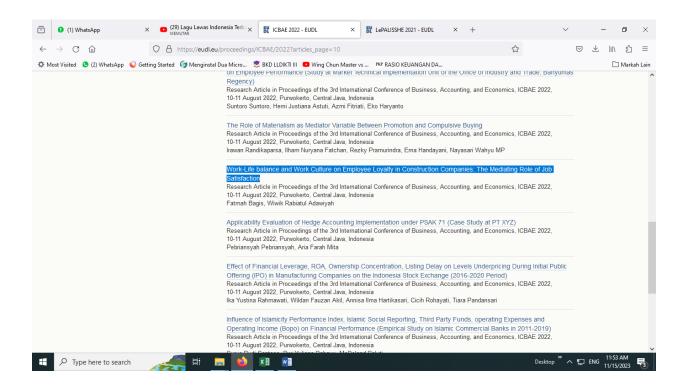
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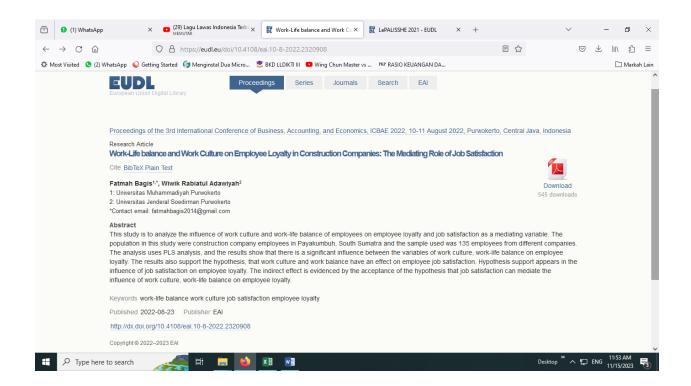Abd. Qadir Muslim
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Research Article

Work-Life balance and Work Culture on Employee Loyalty in Construction Companies: The Mediating Role of Job Satisfaction

Cite BibTeX Plain Text

Fatmah Bagis[1,*], Wiwik Rabiatul Adawiyah[2]
1: Universitas Muhammadiyah Purwokerto
2: Universitas Jenderal Soedirman Purwokerto
*Contact email: fatmahbagis2014@gmail.com

Abstract
This study is to analyze the influence of work culture and work-life balance of employees on employee loyalty and job satisfaction as a mediating variable. The population in this study were construction company employees in Payakumbuh, South Sumatra and the sample used was 135 employees from different companies. The analysis uses PLS analysis, and the results show that there is a significant influence between the variables of work culture, work-life balance on employee loyalty. The results also support the hypothesis, that work culture and work balance have an effect on employee job satisfaction. Hypothesis support appears in the influence of job satisfaction on employee loyalty. The indirect effect is evidenced by the acceptance of the hypothesis that job satisfaction can mediate the influence of work culture, work-life balance on employee loyalty.

Work-Life balance and Work Culture on Employee Loyalty in Construction Companies: The Mediating Role of Job Satisfaction

Fatmah Bagis[1], Wiwik Rabiatul Adawiyah[2]
fatmahbagis2014@gmail.com , wiwikra@gmail.com

Phd Student, Faculty Economics and Business, Universitas Jenderal Soedirman Purwokerto[1] ,
Faculty Economics and Business, Universitas Muhammadiyah Purwokerto[1]
Faculty Economics and Business, Universitas Jenderal Soedirman Purwokerto[2]

Abstract. This study is to analyze the influence of work culture and work-life balance of employees on employee loyalty and job satisfaction as a mediating variable. The population in this study were construction company employees in Payakumbuh, South Sumatra and the sample used was 135 employees from different companies. The analysis uses PLS analysis, and the results show that there is a significant influence between the variables of work culture, work-life balance on employee loyalty. The results also support the hypothesis, that work culture and work balance have an effect on employee job satisfaction. Hypothesis support appears in the influence of job satisfaction on employee loyalty. The indirect effect is evidenced by the acceptance of the hypothesis that job satisfaction can mediate the influence of work culture, work-life balance on employee loyalty.

Keywords : work-life balance, work culture, job satisfaction employee loyalty

1   Introduction

The development of construction work is currently becoming more complex and more advanced. With the demands on the workforce such as in terms of mastery of new technology, tighter limits or times, changing demands on work results, as well as changes in work regulations can create a situation that puts pressure on employees. This stressful situation causes employees to often experience anxiety, boredom, resulting in stress. [1] also identified that the nature of the production process that occurs in the construction industry makes construction work dangerous and full of risks that can lead to stress.

Every company has goals, both short-term and long-term goals that can be achieved through organizational systems and activities. In order to achieve this goal, the company must have quality human resources. The key to the advancement of a company is the existence of employees who act as planners, implementers and controllers who play an active role in achieving company goals. The importance of human resources to do work with skills, have a high will and have high loyalty to the company [2].

Employee loyalty has a positive impact such as increasing productivity, reducing turnover, increasing discipline, increasing employee morale, reducing complaints and certainly benefiting the company. For this reason, a work balance is needed for employees so that employee work productivity is maintained. According to Weckstein (2008:10): "Work-life balance is a balance concept that involves ambition or career with happiness, leisure, family, and spiritual development". The goal of work-life balance is to establish and maintain a positive, productive work environment that allows people to balance their personal and professional obligations. This increases loyalty and productivity. Imbalance causes stress and tension. Long work hours and physically demanding professions make it difficult to balance work and family obligations and are also linked to health problems like depression [3][4][5][6][7].

Employee loyalty can also be influenced by work culture. Work culture can distinguish one company from another, starting from the habits within the company to the rules that company employees may or may not do. Work culture in an organization occurs when a work unit or organization faces a problem related to the survival of an organization that involves external and internal changes. Organizational culture reflects widely held values and assumptions rooted in an organization, whose members learn over a long period of time as they solve problems.

According [8] factors that influence loyalty are divided into two groups, namely Satisfies (motivator factors) are factors or situations needed as a source of work loyalty which include rewards, growth, promotions, responsibilities, career development, job challenges and achievements. self and dissatisfies (hygiene factors) are factors that become sources of loyalty, which consist of: salary, wages, company rules, interpersonal relationships, quality of supervision from superiors, work safety, job satisfaction, work environment and work life balance [9]. In his research, he explained that job satisfaction experienced by employees can foster a sense of loyalty to the company and create a love for the work that employees have. One of the things that helps people do their jobs well is job happiness.

This research was conducted on construction employees from 10 construction companies located in Payakumbuh, West Sumatra. Payakumbuh is a metropolitan city with adequate population and infrastructure. The

construction company in Payakumbuh is the executor of both new construction and renovation of the old one. The work system in the construction section uses a target system. The target system in question is, for example, if there is a building construction project, then there is a contractual bond related to the length of construction time and achievement targets in each development term. For this reason, employees in the development department are required to complete the work according to the agreed time, no matter what. Some employees even said that they had to work overtime frequently to complete their tasks. This situation will create an imbalance of employees at work and cannot implement a work culture properly. Both of these things will affect employee job satisfaction and will also have an impact on employee loyalty.

2 Literatur Review

a. Employee Loyalty

Colquitt et al (2011:79) which explains that, "loyalty defined as a passive, constructive response that maintains public support for the situation while the individual privately hopes for improvement." A passive constructive response is to build support from the audience for the current situation, while hoping for improvement from oneself. Building support can be done in various ways such as inviting, appealing, motivating and reminding that the organization's mission must be achieved [10].

Employee Loyalty, "defined is the relative strength on an individual's identification with and involution in a particular organization." This definition shows that loyalty has a deeper meaning than simple loyalty; it refers to a relationship that is active and the willingness of employees to contribute significantly to the company. [11].

Based on the above concept, it can be synthesized that loyalty is a person's obedience and loyalty to the organization which is reflected in attitudes and behavior, with indicators: support for the organization, active participation, discipline, responsibility and positive work attitude.

b. Work-Life Balance

Greenhaus and Allen (2011) define WLB as something that is felt by individuals related to work roles and roles in the family. According to Kalliath & Brough (2008) employees need to readjust to some demands during their work, therefore this is a continuous method, namely the level of WLB can change over time, so WLB is an individual's perception that working and not working individuals can continue to develop according to their needs. individual's current priorities.

Fisher, et al (2003) stated that achieving work-life balance involves dividing one's time between work and other activities outside of work, as these activities can be a source of personal conflict and energy for the individual. There are various metrics to gauge work-life balance, including [12]states:

1) Time Balance

The term "time balance" describes how much time a person devotes to both work and activities outside of work, such as spending time with his family. The amount of time that employees allocate to their work or personal lives, various office activities, families, or other social spaces depends on the balance of time that they possess. The employees' achieved time balance demonstrates that the demands of the family do not cut into professional time spent finishing work, and vice versa.

2) Involvement Balance

The level of psychological commitment and participation of a person in both his career and his personal life is referred to as involvement balance. The amount of capability of quality involvement in each activity that the employee is living must support the time that is put well as a basis for determining the level of work-life balance of employees. In order to attain a balance of involvement, employees must be physically and emotionally invested in their jobs, families, and other social activities.

3) Satisfaction Balance

A person's level of contentment with his or her work and non-work activities is referred to as their satisfaction balance. If the worker feels that what he has accomplished thus far is sufficient to balance the demands of work and family, satisfaction will naturally follow. This is evident from the state of the family, the interactions with friends and coworkers, as well as the caliber and volume of work produced.

c. Work Culture

According to Osborn and Plastrik (2002:252) states that: "Work culture is a set of behaviors and psychological frameworks that are internalized very deeply and are shared by members of the organization". Culture is a collective program of thought that sets one group's members apart from another group's members [13]. Work culture can be defined as the depth and complex part of an organization that will affect organizational members. Most organizations adhere to a long work culture which is considered a prerequisite for organizational culture.

d. Job Satisfaction

Job satisfaction is one of the supporting factors for employees to carry out their work well [14]. Kaswan (2017:229) suggests that job satisfaction affects employee loyalty. Job satisfaction is a reflection of an employee's feelings towards his job. [15] Job satisfaction is a reflection of people's attitudes toward their employment, whether positive or bad. This is demonstrated by the employees' upbeat attitudes toward their work and every situation they encounter at work [16]". Handoko (2011:13) in Nasution (2019) says "job satisfaction is an emotional attitude that is pleasant and loves work that is felt by employees". This attitude can be reflected from work morale, discipline and work performance achieved by employees.

3   Conceptual Model and Hypothesis Development

Work culture is the habits and norms that govern all applicable and accepted regulations and must be obeyed by all employees of the company as well as habits that are carried out repeatedly by employees in an organization. Organizations have morally agreed that these habits are habits that must be adhered to in the context of carrying out work to achieve goals. Herzberg in (Robbins) said that the factors that influence employee loyalty are work culture. A number of factors that influence job satisfaction at the organizational and individual levels have been identified [17]. The organizational level of these factors include: remuneration system, Workplace circumstances, leadership style, organizational structure, and coworkers are all important factors. These determinants include a healthy balance between personal and professional interests, age and work experience, place in the hierarchy, and general degree of happiness.

Organizational elements that form the workplace and allow or hinder individuals from obtaining the benefits they value from their jobs are considered to be organizational factors that affect job satisfaction. According to our opinion, organizational characteristics that influence job satisfaction should also include organizational culture. Culture establishes an environment in which individuals execute their jobs and earn what they value to a greater or lesser extent by influencing the decisions, activities, and interactions of organizational members. The values and conventions established by corporate culture become a component of the organizational framework in which work is performed, just like compensation structures, leadership philosophies, or interactions with coworkers. Because of how these cultural values and norms shape relationships and organizational processes, they have an impact on whether or not corporate culture fosters an atmosphere that is conducive to achieving employee values.

The form of employee job satisfaction will be seen from the positive or negative attitude that exists in him, the employee will be dynamic, meaning that it can change at any time. Therefore, banking institutions are required to always be able to innovate in creating a comfortable work environment for their employees, where banking service institutions are very vulnerable to the services provided by employees.

H1. Work Culture affects employee loyalty.
H2. Work Culture affects job satisfaction

In the current world, finding work-life balance has become a pressing concern. Many studies have been conducted on this subject. In almost every study, researchers sought to identify the factors that imbalance personal and professional lives. Additionally, researchers examined the effects of the issue of an unbalanced work-life and offered solutions to achieve that balance. In order to enable employees to strike a balance between their work and personal commitments and consequently increase employee loyalty, a supportive and healthy work environment must be established and maintained.

Flexible work arrangements implemented as one of the work-life balance policies that can motivate and empower employees which has an impact on increasing their performance Employees respond to the company's implementation of a good work-life balance by increasing their loyalty which can be seen from retention, attendance and productivity, so it can be argued that work-life balance has a positive effect on loyalty [18][19][20][21].

One of the causes of low loyalty is the lack of work-life balance. As Hye Kyoung Kim (2014:40) said, "The experience of life balance produces feelings of loyalty to the organization and increases affective commitment [22]. Affective commitment is an emotional attachment to the organization or employer that can cause employees to want to stay with the organization. In addition to work-life balance, low loyalty is also influenced by job satisfaction. As Mai Ngok Huem (2011: 93) said that, "all the objectives of this research have been successful, to explain the relationship between job satisfaction and employee loyalty, fourth .. to find factors (including job satisfaction).) the most influential and how these factors directly and indirectly affect employee loyalty." The effect of work balance and job satisfaction to increase loyalty can be seen from the statement of Ion which states that, "the benefits of work-life balance: increased job satisfaction, greater sense of job security, increased control over the work environment, reduced stress levels. work, better physical and mental health [23]"

H3.. Work-life balance affects job satisfaction
H4. Work-life balance affects employee loyalty
H5. Job satisfaction affects employee loyalty.

Job satisfaction can be decided by a number of factors, including one's own work, the work of superiors and peers, promotions, and income or remuneration. There will be unhappiness among the staff [24]. Job satisfaction results from the working environment in the workplace, which reflects the employee's feelings about whether he is content or discontent with the working environment in the workplace [24]. Work-life balance is the ability to function satisfactorily and without too much role conflict both at work and at home. When there is work-life balance, organizational members can each meet their obligations to their families, their jobs, and other non-work-related obligations and activities [7]. The availability of work-life balance affects and has a favorable impact on improved performance and job satisfaction, as well as the low propensity of organizational members to leave the company. In order to help the firm achieve its goals, satisfied employees will continue to improve their work loyalty. As a result, job satisfaction can influence how employees feel about the company, which in turn has a good impact on employee loyalty. [18][9][25].

H6. Job satisfaction can mediate the influence between work culture and employee loyalty

H7. Job satisfaction can mediate the influence between work-life balance and employee loyalty

4 Method

The population of this study were construction employees from the 10 largest construction companies in Payakumbuh, West Sumatra. To obtain data in this study, researchers used a quantitative approach. Quantitative research is carried out employing techniques for gathering data, such as distributing questionnaires.. The questionnaire used in this study was an open-ended questionnaire, where respondents only gave a mark on one answer that was considered correct. The questionnaires collected amounted to 135 questionnaires from the entire population. Data processing uses Partial Least Square (PLS) analysis.

The questionnaire used for the work-life balance variable was adopted from the Hayman (2005) questionnaire which consists of three dimensions, namely work interference with personal life (WIPL), personal life interference with work (PLIW), and work and personal life. improvement of life (WPLE). The questionnaire consists of 6 statement items from all dimensions. Measurement of work culture in this study using indicators Nawawi (2003:65) namely value system, perceived value, behavior, level of job achievement, attitude to work, consistency on time, technology, individual responsibility, rules between employees and identity.

To measure job satisfaction using a questionnaire belonging which explains job satisfaction as a dependent concept, which is a concept that is influenced by factors such as: individual feelings, organizational characteristics (leadership, promotion opportunities, organizational support), and work mechanisms (nature of work). Meanwhile, employee loyalty refers to the questionnaires from Mehta et al (2010) [26]. There are 6 factors (career development, motivation, bonding, job security, leadership, and commitment) that form the basis of internal loyalty that emerged from the research of Mehta et al. (2010) [26]. External loyalty consists of working environment conditions (work facilities and work atmosphere) and financial benefits (welfare benefits and wages received from the company).

5 Results and Discussion

a. Results

Data analysis using PLS was carried out in 4 rounds because there were still indicators that had a threshold value of less than 0.7. Assessment of the validity and reliability of the measurement model is the first step of the data analysis process, so that each indicator must meet a value of 0.6 - 0.7 (Hair et al., 2016) so that the reliability of individual items and composite reliability (CR) are used to measure the internal consistency of constructs. in PLS. Construct validity is determined by convergent validity and discriminant validity. Average Variance Extracted (AVE) was used to test the convergent validity. According to Fornell and Larcker (1981), the AVE should be above 0.5. All Convergent Reliability and Validity values are shown in Table 1.

Table 1. Construct Reliability and Validity

	Composite Reliability	Average Varianve Extracted (AVE)
Employee Loyalty	0.980	0.878
Jobs Satisfaction	0.875	0.538
WLB	0.826	0.543
Work Culture	0.868	0.570

To determine the effect of variables, either directly or indirectly, it is necessary to do bootstrapping and bootstrap results can be seen in the path coefficient table below. The results show that the P Value for the direct

influence between variables shows a P-Value of less than 0.05 so that it supports the acceptance of the first hypothesis, second hypothesis, third hypothesis, fourth hypothesis and fifth hypothesis.

The first hypothesis which states that work culture can affect employee loyalty, is stated to be supported. The second hypothesis which states that work culture affects job satisfaction is also accepted. The results also show that the hypothesis stating that work-life balance affects job satisfaction is accepted, and the fourth hypothesis is supported so that work-life balance can affect employee loyalty. The same support is found in the acceptance of the fifth hypothesis which states that job satisfaction affects employee loyalty.

Table 2. Parameter Coefficient and Statistical Values

	Original Sample	Sample Mean	Standart Deviation	T Statisctic	P Value
Work Culture => Employee Loyalty	0.356	0.360	0.068	5.272	0.000
Work Culture => Job Satisfaction	0.345	0.347	0.072	4.784	0.000
Work-Life Balance => Employee Loyalty	0.306	0.305	0.073	4.216	0.000
Work-Life Balance => Job Satisfaction	0.516	0.521	0.083	6.225	0.000
Job Satisfaction => Employee Loyalty	0.337	0.335	0.078	4.334	0.000

Table 3. Specific Indirect Effect

	Original Sample	Sample Mean	Standart Deviation	T Statisctic	P Value
Work Culture => Job Satisfaction => Employee Loyalty	0.116	0.117	0.041	2.867	0.000
Work-Life Balance => Job Satisfaction => Employee Loyalty	0.174	0.172	0.041	4.198	0.000

The indirect effect between variables is shown in table 3, and the results show that the P-value > 0.05 so that it supports the acceptance of the sixth hypothesis and seventh hypothesis. The sixth hypothesis—that job satisfaction can operate as a buffer between the influence of workplace culture and employee loyalty—is confirmed. The results also support the acceptance of the seventh hypothesis which states that job satisfaction can mediate the effect of work-life balance on employee loyalty.

b.   Discussion

The results showed that work culture had an effect on employee loyalty. What distinguishes one company from another is the characteristics of each company. Construction employees who currently work in Payakumbuh, South Sumatra, in carrying out their current work, feel that the complexity of the tasks in the workplace is in

accordance with the abilities of each employee. The company assigns employees appropriately so that employees can carry out their duties properly. And this needs special attention from the company, a reward system must be implemented so that employees are more loyal to the company. This research is in line with the research conducted by Putro (2021), Gunawan et al (2018), Rahmah et al (2018), Wahyu Katon (2021).

Work culture has also been shown to have an effect on employee job satisfaction. Bagis (2021) claims that good job satisfaction is a direct effect of a strong company culture and vice versa. In a company with a strong or positive organizational culture, the individual will be satisfied on their own terms. It is envisaged that a strong organizational culture will maximize employee performance and have a positive impact on corporate performance. Organizational culture can make an outstanding motivation for firm employees (Share, 2021). Construction employees feel that the salary they receive is in accordance with the work done, promotions for employees with appropriate placements, leaders who are able to protect and guide their subordinates and co-workers who support each other make the quality of work better. When all elements of work culture are felt good and can be accepted by employees, employees will feel satisfaction at work. This is in line with research conducted by [27][14].

Due to the high level of dedication and loyalty needed for the company's success, work-life balance is crucial for firms managing highly technical people. Work-life balance improves affective commitment and fosters sentiments of devotion to the organization. Affective commitment is an emotional link to our place of employment or to a firm that might motivate employees to continue with the business. Work-life balance initiatives have a favorable impact on businesses, which can be demonstrated in hiring, retention, attendance, and productivity. Employees' enhanced loyalty, effort, and production may be one explanation, as a form of employee appreciation for the organization's efforts to manage and practice the work-life balance principle in their environment. This study is in line with research conducted by Nathalie Skinner and Janine Chapman (2014), Scholarius and Mark (2014), M.C. Capnary et al (2018).

An ideal work-life balance and a work-related perspective, happiness, quality of life and capacity to cope with stress. The results revealed that construction employees have had a larger quantity of work life satisfaction, more significant than personal life, creating work life inequality among employees. Construction work is a job that is quite dangerous and actually does not match the desired work-life balance, and can make some employees may give up due to lower job satisfaction and lower quality. Working hours that always exceed the normal working hours create an imbalance in work life. However, management is able to provide an increase in work-life balance so that it is significant with employee job satisfaction.

Research provides evidence that employees' work-life balance, work culture and employee job satisfaction are in good condition. This is indicated by the ability of employees to manage the time between work and their rest time. Construction employees are able to maintain a good balance of working hours. This shows the existence of personal involvement between employees and the company. The involvement of employees in balancing work life indirectly implies their satisfaction at work. Employee loyalty has indicators, among others, that employees are able to carry out their duties and provide innovative ideas to the organization on their own initiation and employees' sincerity in their work. Indirectly implies that job satisfaction can mediate work culture and work-life balance on employee loyalty.

When employees feel that the work culture is appropriate, it will provide satisfaction at work so as to create loyal employees. Work-life balance enables people to strike a balance between their professional and personal commitments, which can boost employee loyalty. This study also demonstrates that construction workers' loyalty in Payakumbuh, South Sumatra, increases with job satisfaction. The findings of this study are consistent with earlier research by Vokic and Hernaus (2015), Rahmawati (2016). Job satisfaction received by employees from the company will be able to provide results that benefit the company such as achieving the expected target. And satisfied employees, loyalty will also increase.

6   Conclusion

This study provides answers to the proposed hypothesis where work culture and work-life balance affect employee loyalty. The results also support the acceptance of the hypothesis that work culture and work-life balance affect employee job satisfaction. And employee job satisfaction has a significant effect on employee loyalty. Research on construction employees shows that job satisfaction can mediate between work culture and work-life balance on employee loyalty.

Companies or organizations must be able to formulate values as the basis for employee rules in working in accordance with the characteristics of work in the construction sector. Companies must also be able to provide good working hours so that employees can balance their work life with their personal life. The more employees feel satisfied with the work culture and work-life balance, the higher the level of employee loyalty to the company. This research will be able to give different results if it is carried out on other research objects, because this research is limited to the environment of construction employees in Payakumbuh, South Sumatra.

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Work-Life balance and Work Culture on Employee Loyalty in Construction Companies: The Mediating Role of Job Satisfaction

by Fatmah Bagis, Wiwik Rabiatul Adawiyah

Work-Life balance and Work Culture on Employee Loyalty in Construction Companies: The Mediating Role of Job Satisfaction

Fatmah Bagis[1], Wiwik Rabiatul Adawiyah[2]

fatmahbagis2014@gmail.com , wiwikra@gmail.com

Phd Student, Faculty Economics and Business, Universitas Jenderal Soedirman Purwokerto[1] ,
Faculty Economics and Business, Universitas Muhammadiyah Purwokerto[1]
Faculty Economics and Business, Universitas Jenderal Soedirman Purwokerto[2]

Abstract. This study is to analyze the influence of work culture and work-life balance of employees on employee loyalty and job satisfaction as a mediating variable. The population in this study were construction company employees in Payakumbuh, South Sumatra and the sample used was 135 employees from different companies. The analysis uses PLS analysis, and the results show that there is a significant influence between the variables of work culture, work-life balance on employee loyalty. The results also support the hypothesis, that work culture and work balance have an effect on employee job satisfaction. Hypothesis support appears in the influence of job satisfaction on employee loyalty. The indirect effect is influenced by the acceptance of the hypothesis that job satisfaction can mediate the influence of work culture, work-life balance on employee loyalty.

Keywords : work-life balance, work culture, job satisfaction employee loyalty

1 Introduction

The development of construction work is currently becoming more complex and more advanced. With the demands on the workforce such as in terms of mastery of new technology, tighter limits or times, changing demands on work results, as well as changes in work regulations can create a situation that puts pressure on employees. This stressful situation causes employees to often experience anxiety, boredom, resulting in stress. [1] also identified that the nature of the production process that occurs in the construction industry makes construction work dangerous and full of risks that can lead to stress.

Every company has goals, both short-term and long-term goals that can be achieved through organizational systems and activities. In order to achieve this goal, the company must have quality human resources. The key to the advancement of a company is the existence of employees who act as planners, implementers and controllers who play an active role in achieving company goals. The importance of human resources to do work with skills, have a high will and have high loyalty to the company [2].

Employee loyalty has a positive impact such as increasing productivity, reducing turnover, increasing discipline, increasing employee morale, reducing complaints and certainly benefiting the company. For this reason, a work balance is needed for employees so that employee work productivity is maintained. According to Weckstein (2008:10): "Work-life balance is a balance concept that involves ambition or career with happiness, leisure, family, and spiritual development". The goal of work-life balance is to establish and maintain a positive, productive work environment that allows people to balance their personal and professional obligations. This increases loyalty and productivity. Imbalance causes stress and tension. Long work hours and physically demanding professions make it difficult to balance work and family obligations and are also linked to health problems like depression [3][4][5][6][7].

Employee loyalty can also be influenced by work culture. Work culture can distinguish one company from another, starting from the habits within the company to the rules that company employees may or may not do. Work culture in an organization occurs when a work unit or organization faces a problem related to the survival of an organization that involves external and internal changes. Organizational culture reflects widely held values and assumptions rooted in an organization, whose members learn over a long period of time as they solve problems.

According [8] factors that influence loyalty are divided into two groups, namely Satisfies (motivator factors) are factors or situations needed as a source of work loyalty which include rewards, growth, promotions, responsibilities, career development, job challenges and achievements. self and dissatisfies (hygiene factors) are factors that become sources of loyalty, which consist of: salary, wages, company rules, interpersonal relationships, quality of supervision from superiors, work safety, job satisfaction, work environment and work life balance [9]. In his research, he explained that job satisfaction experienced by employees can foster a sense of loyalty to the company and create a love for the work that employees have. One of the things that helps people do their jobs well is job happiness.

This research was conducted on construction employees from 10 construction companies located in Payakumbuh, West Sumatra. Payakumbuh is a metropolitan city with adequate population and infrastructure. The

construction company in Payakumbuh is the executor of both new construction and renovation of the old one. The work system in the construction section uses a target system. The target system in question is, for example, if there is a building construction project, then there is a contractual bond related to the length of construction time and achievement targets in each development term. For this reason, employees in the development department are required to complete the work according to the agreed time, no matter what. Some employees even said that they had to work overtime frequently to complete their tasks. This situation will create an imbalance of employees at work and cannot implement a work culture properly. Both of these things will affect employee job satisfaction and will also have an impact on employee loyalty.

2   Literatur Review

a.   Employee Loyalty

Colquitt et al (2011:79) which explains that, "loyalty defined as a passive, constructive response that maintains public support for the situation while the individual privately hopes for improvement." A passive constructive response is to build support from the audience for the current situation, while hoping for improvement from oneself. Building support can be done in various ways such as inviting, appealing, motivating and reminding that the organization's mission must be achieved [10].

Employee Loyalty, "defined is the relative strength on an individual's identification with and involution in a particular organization." This definition shows that loyalty has a deeper meaning than simple loyalty; it refers to a relationship that is active and the willingness of employees to contribute significantly to the company. [11].

Based on the above concept, it can be synthesized that loyalty is a person's obedience and loyalty to the organization which is reflected in attitudes and behavior, with indicators: support for the organization, active participation, discipline, responsibility and positive work attitude.

b.   Work-Life Balance

Greenhaus and Allen (2011) define WLB as something that is felt by individuals related to work roles and roles in the family. According to Kalliath & Brough (2008) employees need to readjust to some demands during their work, therefore this is a continuous method, namely the level of WLB can change over time, so WLB is an individual's perception that working and not working individuals can continue to develop according to their needs. individual's current priorities.

Fisher, et al (2003) stated that achieving work-life balance involves dividing one's time between work and other activities outside of work, as these activities can be a source of personal conflict and energy for the individual. There are various metrics to gauge work-life balance, including [12]states:

1)   Time Balance

The term "time balance" describes how much time a person devotes to both work and activities outside of work, such as spending time with his family. The amount of time that employees allocate to their work or personal lives, various office activities, families, or other social spaces depends on the balance of time that they possess. The employees' achieved time balance demonstrates that the demands of the family do not cut into professional time spent finishing work, and vice versa.

2)   Involvement Balance

The level of psychological commitment and participation of a person in both his career and his personal life is referred to as involvement balance. The amount of capability of quality involvement in each activity that employee is living must support the time that is put well as a basis for determining the level of work-life balance of employees. In order to attain a balance of involvement, employees must be physically and emotionally invested in their jobs, families, and other social activities.

3)   Satisfaction Balance

A person's level of contentment with his or her work and non-work activities is referred to as their satisfaction balance. If the worker feels that what he has accomplished thus far is sufficient to balance the demands of work and family, satisfaction will naturally follow. This is evident from the state of the family, the interactions with friends and coworkers, as well as the caliber and volume of work produced.

c.   Work Culture

According to Osborn and Plastrik (2002:252) states that: "Work culture is a set of behaviors and psychological frameworks that are internalized very deeply and are shared by members of the organization". Culture is a collective program of thought that sets one group's members apart from another group's members [13]. Work culture can be defined as the depth and complex part of an organization that will affect organizational members. Most organizations adhere to a long work culture which is considered a prerequisite for organizational culture.

d.   Job Satisfaction

Job satisfaction is one of the supporting factors for employees to carry out their work well [14]. Kaswan (2017:229) suggests that job satisfaction affects employee loyalty. Job satisfaction is a reflection of an employee's feelings towards his job. [15] Job satisfaction is a reflection of people's attitudes toward their employment, whether positive or bad. This is demonstrated by the employees' upbeat attitudes toward their work and every situation they encounter at work [16]". Handoko (2011:13) in Nasution (2019) says "job satisfaction is an emotional attitude that is pleasant and loves work that is felt by employees". This attitude can be reflected from work morale, discipline and work performance achieved by employees.

3   Conceptual Model and Hypothesis Development

Work culture is the habits and norms that govern all application and accepted regulations and must be obeyed by all employees of the company as well as habits that are carried out repeatedly by employees in an organization. Organizations have morally agreed that these habits are habits that must be adhered to in the context of carrying out work to achieve goals. Herzberg in (Robbins) said that the factors that influence employee loyalty are work culture. A number of factors that influence job satisfaction at the organizational and individual levels have been identified [17]. The organizational level of these factors include: remuneration system, Workplace circumstances, leadership style, organizational structure, and coworkers are all important factors. These determinants include a healthy balance between personal and professional interests, age and work experience, place in the hierarchy, and general degree of happiness.

Organizational elements that form the workplace and allow or hinder individuals from obtaining the benefits they value from their jobs are considered to be organizational factors that affect job satisfaction. According to our opinion, organizational characteristics that influence job satisfaction should also include organizational culture. Culture establishes an environment in which individuals execute their jobs and earn what they value to a greater or lesser extent by influencing the decisions, activities, and interactions of organizational members. The values and conventions established by corporate culture become a component of the organizational framework in which work is performed, just like compensation structures, leadership philosophies, or interactions with coworkers. Because of how these cultural values and norms shape relationships and organizational processes, they have an impact on whether or not corporate culture fosters an atmosphere that is conducive to achieving employee values.

The form of employee job satisfaction will be seen from the positive or negative attitude that exists in him, the employee will be dynamic, meaning that it can change at any time. Therefore, banking institutions are required to always be able to innovate in creating a comfortable work environment for their employees, where banking service institutions are very vulnerable to the services provided by employees.

H1. Work Culture affects employee loyalty.
H2. Work Culture affects job satisfaction

In the current world, finding work-life balance has become a pressing concern. Many studies have been conducted on this subject. In almost every study, researchers sought to identify the factors that imbalance personal and professional lives. Additionally, researchers examined the effects of the issue, an unbalanced work-life and offered solutions to achieve that balance. In order to enable employees to strike a balance between their work and personal commitments and consequently increase employee loyalty, a supportive and healthy work environment must be established and maintained.

Flexible work arrangement implemented as one of the work-life balance policies that can motivate and empower employees which has an impact on increasing their performance Employees respond to the company's implementation of a good work-life balance by increasing their loyalty which can be seen from retention, attendance and productivity, so it can be argued that work-life balance has a positive effect on loyalty [18][19][20][21].

One of the causes of low loyalty is the lack of work-life balance. As Hye Kyoung Kim (2014:40) said, "The experience of life balance produces feelings of loyalty to the organization and increases affective commitment [22]. Affective commitment is an emotional attachment to the organization or employer that can cause employees to want to stay with the organization. In addition to work-life balance, low loyalty is also influenced by job satisfaction As Mai Ngok Huem (2011: 93) said that, "all the objectives of this research have been successful, to explain the relationship between job satisfaction and employee loyalty, fourth ..to find factors (including job satisfaction).) the most influential and how these factors directly and indirectly affect employee loyalty." The effect of work balance and job satisfaction to increase loyalty can be seen from the statement of Ion which states that, "the benefits of work-life balance: increased job satisfaction, greater sense of job security, increased control over the work environment, reduced stress levels. work, better physical and mental health [23]"

H3.. Work-life balance affects job satisfaction
H4. Work-life balance affects employee loyalty
H5. Job satisfaction affects employee loyalty.

Job satisfaction can be decided by a number of factors, including one's own work, the work of superiors and peers, promotions, and income or remuneration. There will be unhappiness among the staff [24]. Job satisfaction results from the working environment in the workplace, which reflects the employee's feelings about whether he is content or discontent with the working environment in the workplace [24]. Work-life balance is the ability to function satisfactorily and without too much role conflict both at work and at home. When there is work-life balance, organizational members can each meet their obligations to their families, their jobs, and other non-work-related obligations and activities [7]. The availability of work-life balance affects and has a favorable impact on improved performance and job satisfaction, as well as the low propensity of organizational members to leave the company. In order to help the firm achieve its goals, satisfied employees will continue to improve their work loyalty. As a result, job satisfaction can influence how employees feel about the company, which in turn has a good impact on employee loyalty. [18][9][25].

H6. *Job satisfaction can mediate the influence between work culture and employee loyalty*

H7. *Job satisfaction can mediate the influence between work-life balance and employee loyalty*

4 Method

The population of this study were construction employees from the 10 largest construction companies in Payakumbuh, West Sumatra. To obtain data in this study, researchers used a quantitative approach. Quantitative research is carried out employing techniques for gathering data, such as distributing questionnaires.. The questionnaire used in this study was an open-ended questionnaire, where respondents only gave a mark on one answer that was considered correct. The questionnaires collected amounted to 135 questionnaires from the entire population. Data processing uses Partial Least Square (PLS) analysis.

The questionnaire used for the work-life balance variable was adopted from the Hayman (2005) questionnaire which consists of three dimensions, namely work interference with personal life (WIPL), personal life interference with work (PLIW), and work and personal life. improvement of life (WPLE). The questionnaire consists of 6 statement items from all dimensions. Measurement of work culture in this study using indicators Nawawi (2003:65) namely value system, perceived value, behavior, level of job achievement, attitude to work, consistency on time, technology, individual responsibility, rules between employees and identity.

To measure job satisfaction using a questionnaire belonging which explains job satisfaction as a dependent concept, which is a concept that is influenced by factors such as: individual feelings, organizational characteristics (leadership, promotion opportunities, organizational support), and work mechanisms (nature of work). Meanwhile, employee loyalty refers to the questionnaires from Mehta et al (2010) [26]. There are 6 factors (career development, motivation, bonding, job security, leadership, and commitment) that form the basis of internal loyalty that emerged from the research of Mehta et al. (2010) [26]. External loyalty consists of working environment conditions (work facilities and work atmosphere) and financial benefits (welfare benefits and wages received from the company).

5 Results and Discussion

a. Results

Data analysis using PLS was carried out in 4 rounds because there were still indicators that had a threshold value of less than 0.7. Assessment of the validity and reliability of the measurement model is the first step of the data analysis process, so that each indicator must meet a value of 0.6 - 0.7 (Hair et al., 2016) so that the reliability of individual items and composite reliability (CR) are used to measure the internal consistency of constructs. in PLS. Construct validity is determined by convergent validity and discriminant validity. Average Variance Extracted (AVE) was used to test the convergent validity. According to Cornell and Larcker (1981), the AVE should be above 0.5. All Convergent Reliability and Validity values are shown in Table 1.

Table 1. Construct Reliability and Validity

	Composite Reliability	Average Varianve Extracted (AVE)
Employee Loyalty	0.980	0.878
Jobs Satisfaction	0.875	0.538
WLB	0.826	0.543
Work Culture	0.868	0.570

To determine the effect of variables, either directly or indirectly, it is necessary to do bootstrapping and bootstrap results can be seen in the path coefficient table below. The results show that the P Value for the direct

influence between variables shows a P-Value of less than 0.05 so that it supports the acceptance of the first hypothesis, second hypothesis, third hypothesis, fourth hypothesis and fifth hypothesis.

The first hypothesis which states that work culture can affect employee loyalty, is stated to be supported. The second hypothesis which states that work culture affects job satisfaction is also accepted. The results also show that the hypothesis stating that work-life balance affects job satisfaction is accepted, and the fourth hypothesis is supported so that work-life balance can affect employee loyalty. The same support is found in the acceptance of the fifth hypothesis which states that job satisfaction affects employee loyalty.

Table 2. Parameter Coefficient and Statistical Values

	Original Sample	Sample Mean	Standart Deviation	T Statisctic	P Value
Work Culture => Employee Loyalty	0.356	0.360	0.068	5.272	0.000
Work Culture => Job Satisfaction	0.345	0.347	0.072	4.784	0.000
Work-Life Balance => Employee Loyalty	0.306	0.305	0.073	4.216	0.000
Work-Life Balance => Job Satisfaction	0.516	0.521	0.083	6.225	0.000
Job Satisfaction => Employee Loyalty	0.337	0.335	0.078	4.334	0.000

Table 3. Specific Indirect Effect

	Original Sample	Sample Mean	Standart Deviation	T Statisctic	P Value
Work Culture => Job Satisfaction => Employee Loyalty	0.116	0.117	0.041	2.867	0.000
Work-Life Balance => Job Satisfaction => Employee Loyalty	0.174	0.172	0.041	4.198	0.000

The indirect effect between variables is shown in table 3, and the results show that the P-value > 0.05 so that it supports the acceptance of the sixth hypothesis and seventh hypothesis. The sixth hypothesis—that job satisfaction can operate as a buffer between the influence of workplace culture and employee loyalty—is confirmed. The results also support the acceptance of the seventh hypothesis which states that job satisfaction can mediate the effect of work-life balance on employee loyalty.

b.   Discussion

The results showed that work culture had an effect on employee loyalty. What distinguishes one company from another is the characteristics of each company. Construction employees who currently work in Payakumbuh, South Sumatra, in carrying out their current work, feel that the complexity of the tasks in the workplace is in

accordance with the abilities of each employee. The company assigns employees appropriately so that employees can carry out their duties properly. And this needs special attention from the company, a reward system must be implemented so that employees are more loyal to the company. This research is in line with the research conducted by Putro (2021), Gunawan et al (2018), Rahmah et al (2018), Wahyu Katon (2021).

Work culture has also been shown to have an effect on employee job satisfaction. Bagis (2021) claims that good job satisfaction is a direct effect of a strong company culture and vice versa. In a company with a strong or positive organizational culture, the individual will be satisfied on their own terms. It is envisaged that a strong organizational culture will maximize employee performance and have a positive impact on corporate performance. Organizational culture can make an outstanding motivation for firm employees (Share, 2021). Construction employees feel that the salary they receive is in accordance with the work done, promotions for employees with appropriate placements, leaders who are able to protect and guide their subordinates and co-workers who support each other make the quality of work better. When all elements of work culture are felt good and can be accepted by employees, employees will feel satisfaction at work. This is in line with research conducted by [27][14].

Due to the high level of dedication and loyalty needed for the company's success, work-life balance is crucial for firms managing highly technical people. Work-life balance improves affective commitment and fosters sentiments of devotion to the organization. Affective commitment is an emotional link to our place of employment or to a firm that might motivate employees to continue with the business. Work-life balance initiatives have a favorable impact on businesses, which can be demonstrated in hiring, retention, attendance, and productivity. Employees' enhanced loyalty, effort, and production may be one explanation, as a form of employee appreciation for the organization's efforts to manage and practice the work-life balance principle in their environment. This study is in line with research conducted by Nathalie Skinner and Janine Chapman (2014), Scholarius and Mark (2014), M.C. Capnary et al (2018).

An ideal work-life balance and a work-related perspective, happiness, quality of life and capacity to cope with stress. The results revealed that construction employees have had a larger quantity of work life satisfaction, more significant than personal life, creating work life inequality among employees. Construction work is a job that is quite dangerous and actually does not match the desired work-life balance, and can make some employees may give up due to lower job satisfaction and lower quality. Working hours that always exceed the normal working hours create an imbalance in work life. However, management is able to provide an increase in work-life balance so that it is significant with employee job satisfaction.

Research provides evidence that employees' work-life balance, work culture and employee job satisfaction are in good condition. This is indicated by the ability of employees to manage the time between work and their rest time. Construction employees are able to maintain a good balance of working hours. This shows the existence of personal involvement between employees and the company. The involvement of employees in balancing work life indirectly implies their satisfaction at work. Employee loyalty has indicators, among others, that employees are able to carry out their duties and provide innovative ideas to the organization on their own initiation and employees' sincerity in their work. Indirectly implies that job satisfaction can mediate work culture and work-life balance on employee loyalty.

When employees feel that the work culture is appropriate, it will provide satisfaction at work so as to create loyal employees. Work-life balance enables people to strike a balance between their professional and personal commitments, which can boost employee loyalty. This study also demonstrates that construction workers' loyalty in Payakumbuh, South Sumatra, increases with job satisfaction. The findings of this study are consistent with earlier research by Vokic and Hernaus (2015), Rahmawati (2016). Job satisfaction received by employees from the company will be able to provide results that benefit the company such as achieving the expected target. And satisfied employees, loyalty will also increase.

6   Conclusion

This study provides answers to the proposed hypothesis where work culture and work-life balance affect employee loyalty. The results also support the acceptance of the hypothesis that work culture and work-life balance affect employee job satisfaction. And employee job satisfaction has a significant effect on employee loyalty. Research on construction employees shows that job satisfaction can mediate between work culture and work-life balance on employee loyalty.

Companies or organizations must be able to formulate values as the basis for employee rules in working in accordance with the characteristics of work in the construction sector. Companies must also be able to provide good working hours so that employees can balance their work life with their personal life. The more employees feel satisfied with the work culture and work-life balance, the higher the level of employee loyalty to the company. This research will be able to give different results if it is carried out on other research objects, because this research is limited to the environment of construction employees in Payakumbuh, South Sumatra.

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