



The Effect Of Performance Feedback System And Work-Life Balance Initiative On Employee Retention In Cikarang Manufacturing Industry Company

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Abstract

This study analyzes the influence of performance feedback systems and work-life balance initiatives on employee retention in the Cikarang manufacturing sector. Employee retention is a crucial issue, especially with the high turnover rate influenced by employee expectations, especially from the Millennial and Gen Z generations. The results show that this system increases job satisfaction and employee commitment, thereby reducing turnover. Additionally, work-life balance initiatives, such as flexible work schedules and mental health support, are an important factor in increasing employee loyalty. This research confirms that the integration of feedback systems and work-life balance strategies significantly contributes to creating a supportive work environment and organizational sustainability. These findings show the importance of implementing these strategies in effective human resource management.

Keywords: Employee retention, performance feedback system, work-life balance, manufacturing industry, Millennials

Introduction

Employee retention has become one of the critical issues in human resource management across various industries, including manufacturing. In the modern era marked by accelerated digitalization, automation, and changing employee expectations, companies face challenges in retaining their talent. Many organizations are seeing an increase in turnover, especially among millennials and Gen Z, who tend to seek work flexibility and a balance between personal and work life. Research by Hom et al., (2017), indicating that employee turnover rates can have a significant impact on an organization's performance, especially if there is no effective retention strategy. Factors such as employee engagement, career development, and competitive compensation policies play a crucial role in retaining top talent. Therefore, organizations need to design policies that suit the needs of employees in order to be able to reduce turnover.

Companies need to adopt a sustainable retention strategy to address employee retention issues, which includes increased engagement, well-being, and career development opportunities. According to research conducted by Deery & Jago (2015) explained that employee well-being is the main key in retention, especially for the younger generation who pay more attention to work-life balance. In addition, training programs that focus on developing soft skills and leadership have also been proven to increase employee loyalty to the company. The implementation of an inclusive and appreciative work culture is also very



important to maintain employee retention in the long term. With the right strategy, companies can not only retain top talent, but also build a reputation as an ideal place to work.

The performance feedback system in recent years has become a key element in human resource management in companies. This system is designed to provide continuous feedback, which aims to increase employee productivity and improve performance on an ongoing basis. According to research, structured feedback can strengthen employee engagement as well as help them achieve individual and company targets more effectively. A study by Sözen & Basım (2023) It shows that employees who receive clear and regular feedback have higher job satisfaction and tend to show greater commitment to the company. This shows that an effective performance feedback system can contribute to increased employee retention and reduced turnover.

Work-life balance initiatives are also increasingly recognized as an important factor in retaining the workforce, especially in the modern era where work pressure often disrupts personal life balance. Companies that offer policies that support this balance, such as flexibility in working hours or additional time off, have been shown to increase employee loyalty. A study by (Haar et al., 2014) found that Work-Life Balance initiatives not only improve employee well-being, but also lower stress levels and increase their motivation to stay at the company. This underscores the importance of the initiative in creating a supportive work environment and reducing the risk of employee resignation.

In today's dynamic and competitive business environment, employee retention has become one of the biggest challenges for organizations, especially in the manufacturing sector. Employees who are committed and stay in the company for the long term are important assets to maintain operational stability and company sustainability (Wong et al., 2020). However, with the increasing mobility of the workforce and the ever-changing demands of jobs, many organizations face difficulties in retaining high-performing employees. One of the main factors affecting employee retention is the performance feedback system. According to work motivation theory, employees who receive consistent and constructive feedback are more likely to feel valued and engaged in their work. Structured feedback can improve employee performance, as well as reinforce their commitment to the organization (Rodríguez-Sánchez et al., 2020).

Work-life balance in companies is increasingly becoming a top priority for employees, especially from the Millennials and Gen Z generation who emphasize the importance of personal well-being in addition to professional success. Initiatives that support this balance, such as flexible work policies, family-friendly working hours, and mental health support, have been shown to have a positive impact on employee retention rates. Although many companies have begun to adopt these policies and systems, there is a gap in the literature that specifically explores the interaction between performance feedback systems and work-life balance initiatives in supporting employee retention, especially in the manufacturing sector (Chang et al., 2019).

Employee feedback has a significant influence on employee retention, especially in the context of companies in Indonesia. Structured, regular, and constructive feedback can increase engagement and job satisfaction, which in turn reduces employee turnover. A study by Pesiwarissa & Manafe (2024) found that companies that implemented a regular feedback system had a higher retention rate compared to those that did not. Data from Indonesia shows that around 64% of employees are more likely to stay at a company that provides quality feedback, both in the form of formal evaluations and informal conversations. An effective



feedback system also allows employees to understand the company's expectations and improve their performance according to the organization's goals.

Research also shows that feedback provided in a framework that supports employee professional development contributes to increased loyalty. Study by Zahara Tussoleha Rony et al., (2023) revealed that, employees who receive continuous feedback with a focus on personal growth tend to be more satisfied and motivated, with retention increasing by up to 23%. In addition, feedback provided in a non-judgmental manner and builds trust between superiors and subordinates creates a more inclusive and supportive work environment. In Indonesia, where organizational cultures often value strong interpersonal relationships, a positive feedback approach is proving to be an important factor in retaining high-quality employees.

Work-life balance initiatives play an important role in employee retention in Indonesia, especially amid increasing job demands. Companies that implement flexible policies, such as flexible work hours and work-from-home options, can help employees maintain a balance between personal and professional responsibilities. Studies show that employees who feel in control of their time and work tend to be more satisfied, more productive, and more loyal to the company, resulting in reduced turnover rates. For example, a study by Simbolon et al., (2024) In the industrial sector, it was shown that work-life balance initiatives significantly increased employee retention, with 75% of respondents feeling more satisfied with their jobs when the company supported that balance.

Other research conducted by Wahyuni & Rahmasari (2022) Manufacturing companies in Indonesia have also found that policies that support work-life balance can reduce the intention to quit work. The study highlights that employees who get time to meet personal and family needs tend to be more committed and attached to the company. Data from the survey revealed that 68% of employees chose to stay at a company that offered flexibility rather than moving to another place with higher pay but a heavier workload. The implementation of policies that support work-life balance clearly has a direct impact on employee retention, with a focus on the holistic well-being of employees.

This research was taken based on the importance of employee retention issues in the manufacturing industry, especially in the Cikarang area, which is the largest industrial center in Indonesia. The high turnover rate of employees in this industry is a serious challenge for companies to retain qualified employees (Lin et al., 2024) . One of the key factors that affect employee retention is the performance feedback system, where employees receive regular evaluations regarding their performance, which serves as a guide for career improvement and development. In addition, work-life balance initiatives are becoming increasingly crucial in this modern era as employees, especially from the Millennial and Gen Z generations, highly value the balance between work and personal life. Combining these two factors in the study is expected to provide a deeper understanding of their influence on employees' decisions to stay at the company, especially in the manufacturing sector in Cikarang (Awaludin et al., 2024).

This research is relevant because the high demands of jobs in the manufacturing sector often lead to employee dissatisfaction if not balanced with effective feedback and adequate work-life balance policies. Previous studies have shown that a transparent feedback system and good work-life balance initiatives can increase job satisfaction and employee commitment to the company, which ultimately has an impact on employee retention (Garg & Yajurvedi, 2016). By focusing this research on the context of the manufacturing industry in Cikarang, this research will make a significant contribution to the academic literature that discusses effective strategies in managing human resources in this challenging sector.



The purpose of this study is to analyze the influence of the performance feedback system and work-life balance initiatives on employee retention in manufacturing companies located in Cikarang. With increasing competition in the manufacturing industry sector, maintaining a qualified workforce is one of the main challenges. An effective performance feedback system can help employees understand the company's expectations and their performance, thus motivating them to stay in the company. On the other hand, good work-life balance initiatives provide support for employees in managing work and personal life responsibilities, which plays an important role in increasing employee satisfaction and loyalty to the company (Ari Awaludin, 2024). While previous studies have examined these factors separately, research focusing on their combined effect in the context of the Cikarang manufacturing industry remains limited. This study fills this gap by providing empirical evidence on how the interaction between performance feedback systems and work-life balance initiatives influences employee retention in a highly competitive industrial hub. Furthermore, this research integrates recent developments in employee retention strategies, incorporating the latest trends in feedback mechanisms and flexible work policies tailored to the manufacturing sector.

The study also aims to identify whether these factors play a significant role in improving employee retention in the manufacturing sector in Indonesia, particularly in Cikarang, which is one of the largest industrial centers. By reviewing the relationship between performance feedback systems and work-life balance initiatives on employee retention rates, this study is expected to provide useful insights for companies in designing more effective human resource management strategies. In addition, this research will contribute to academic literature related to human resource management practices in the manufacturing sector (Gemvi Novran D. Bili et al., 2024).

Methods

This study uses a quantitative approach with a population of employees who work in manufacturing companies in the Cikarang area and have a minimum working period of 1 year. The sampling technique was carried out by non-probability sampling using the purposive sampling method. The sampling criteria for this research include 1) being a worker in the manufacturing industry located in Cikarang. 2) aged 18-25 years. The sample in the study consisted of 120 respondents, calculated based on the formula of Hair et al. (2017), which is 5–10 times the number of indicators. The research instrument in the form of a questionnaire uses the Likert scale to measure three main variables, namely the performance feedback system (independent variable 1) with indicators of financial perspective, customer perspective, internal business process perspective, and learning and growth perspective (Al Dakheel et al., 2020), and work-life balance initiatives (independent variable 2) with indicators of time balance, engagement, satisfaction, work culture, and health and wellness programs (Davidescu et al., 2020) and employee retention (dependent variables) with indicators of organizational components, career opportunities, awards, job plans, and employee relationships (Mahadi et al., 2020). The collected data was analyzed using Smart PLS software to test the influence model between independent and dependent variables. Testing using smart-PLS includes validity and reliability testing, R-Square testing, and path coefficients.



Results and Discussion
Respondent Profile Results

Table 1. Respondent Profile

Items	Type	Frequency	Percentage
Gender	Man	65	54%
	Woman	55	46%
Age	18-25 Years	91	76%
	26-35 Ahun	25	21%
	>35 Years	4	3%
Department	Production	95	79%
	Quality	15	13%
	Marketing	5	4%
	Finance	4	3%
	WH/Distribution	1	1%

Source: Questionnaire Data (2024)

This study involved 120 respondents with diverse demographic and professional characteristics. Based on the gender distribution, the majority of respondents were men as many as 65 people or 54%, while female respondents amounted to 55 people or 46%. In terms of age, the majority of respondents were in the young productive age range, namely 18 to 25 years old as many as 91 people or 76%. The age group of 26 to 35 years was represented by 25 respondents (21%), while respondents over the age of 35 years only amounted to 4 people or 3%. Judging from the division by work department, most of the respondents came from the production department as many as 95 people or 79%, reflecting the dominance of the workforce in the core operational sector. Respondents from the quality department reached 15 people or 13%, while the marketing department was only represented by 5 people or 4%. The finance department has 4 respondents (3%), and the warehouse/distribution department only accounts for 1 respondent or 1%. This composition shows that the research sample is dominated by workers from the production function, which is in line with the focus of research in the manufacturing sector.

Validity Test

Table 2. Results of Outer Loadings

	Employee Retention	System Performance Feedback	Work life balance	Information
ER1	0.830			Valid
ER10	0.792			Valid
ER2	0.827			Valid
ER3	0.748			Valid
ER4	0.767			Valid
ER5	0.867			Valid
ER6	0.850			Valid



ER7	0.732		Valid
ER8	0.729		Valid
ER9	0.780		Valid
PFS1	0.765		Valid
PFS2	0.787		Valid
PFS3	0.830		Valid
PFS4	0.777		Valid
PFS5	0.790		Valid
PFS6	0.701		Valid
PFS8	0.795		Valid
PFS9	0.801		Valid
WLB2		0.799	Valid
WLB3		0.795	Valid
WLB4		0.853	Valid
WLB5		0.846	Valid
WLB6		0.882	Valid
WLB7		0.888	Valid
WLB8		0.844	Valid
WLB9		0.839	Valid

Source : SmartPLS Data Processing (2024)

Validity tests were carried out to ensure that each indicator in this study was able to represent a well-measured construct. Based on the results of the outer loadings, all indicators in the Employee Retention, Performance Feedback System, and Work-Life Balance constructs show that the outer loadings value is more than 0.70. This indicates that all indicators meet the criteria for convergent validity. In the Employee Retention construct, the value of outer loadings ranges from 0.729 to 0.867, with the ER5 indicator having the highest value of 0.867. This shows that ER5 is the most powerful indicator in representing the Employee Retention construct. Similarly, other indicators such as ER1 to ER10 show a significant contribution to this construct. For the Performance Feedback System construct, the outer loadings values are in the range of 0.701 to 0.830. The PFS3 indicator has the highest outer loadings value of 0.830, which indicates that this indicator has the greatest contribution in measuring the effectiveness of performance feedback systems. Although the value of the outer loadings of PFS6 is slightly lower (0.701), this indicator remains valid as it still meets the minimum threshold of 0.70. Meanwhile, in the Work-Life Balance construct, the value of outer loadings ranges from 0.790 to 0.888. The WLB7 indicator has the highest value of 0.888, which indicates that it is the most representative indicator in explaining the Work-Life Balance construct. All indicators on this construct meet the convergence validity criteria, which reflects a strong relationship between the indicator and the constructed being measured. Thus, the results of this validity test confirm that all indicators in the research model are valid and feasible to be used for relevant construction measurements. This high validity provides a solid basis for further analysis, such as reliability testing and structural analysis.

Reliability Test

Table 3. Cronbach's Alpha Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
ER	0.934	0.935	0.944	0.630
PFS	0.910	0.918	0.926	0.611
WLB	0.942	0.943	0.952	0.712

Source : SmartPLS Data Processing (2024)

Reliability testing was carried out to ensure the internal consistency of each construct used in this study. Reliability is measured using several indicators, namely Cronbach's Alpha, rho_A, Composite Reliability, and Average Variance Extracted (AVE). The reliability test results of each construct can be seen in Table 3. The Employee Retention construct shows a Cronbach's Alpha value of 0.934, a rho_A of 0.935, and a Composite Reliability of 0.944. All three values are above the minimum limit of 0.70, which indicates that this construct has excellent internal consistency. In addition, the Average Variance Extracted (AVE) value of 0.630 also exceeded the threshold of 0.50, so it can be concluded that the indicators in the ER construct have a good ability to explain the variance of the construct. The Performance Feedback System construct obtained a Cronbach's Alpha score of 0.910, a rho_A of 0.918, and a Composite Reliability of 0.926, all of which were above the minimum value of 0.70. This shows that the instrument used to measure PFS is very reliable. An AVE value of 0.611 also indicates that more than 50% of the indicator's variance can be explained by the PFS construct, so the convergent validity of this construct is met. The Work-Life Balance construct has a very high reliability value with Cronbach's Alpha of 0.942, rho_A of 0.943, and Composite Reliability of 0.952. These values show that this construct is highly reliable and has strong internal consistency. An AVE value of 0.712 indicates that the indicators in WLB are able to explain more than 70% of the variance of the construct, so the convergence validity of this construct is very adequate. Overall, all the constructs in this study met the criteria of good reliability with values that exceeded the minimum limit recommended in the academic literature. This indicates that the instruments used in this study are able to produce consistent and reliable data to analyze the relationship between the variables studied.

R Square

Table 4. R square

	R Square	R Square Adjusted
ER	0.504	0.494
PFS	0.484	0.478

Source : SmartPLS Data Processing (2024)

Table 4 presents the results of R Square and R Square Adjusted analyses which represent the model's ability to explain the variation of dependent variables, namely Employee Retention (ER) and Performance Feedback System (PFS). The R Square value for the Employee Retention (ER) variable is 0.504. This shows that 50.4% of the variation in the Employee Retention variable can be explained by the independent variables used in the



model, while the remaining 49.6% is influenced by other factors outside the model. A slightly lower R Square Adjusted value of 0.494 indicates an adjustment to the number of free variables in the model to avoid bias that may occur due to too many variables. Thus, the model used has a fairly good level of accuracy in explaining the Employee Retention phenomenon. Meanwhile, the R Square value for the Performance Feedback System (PFS) variable is 0.484, which means that 48.4% of the variation in this variable can be explained by factors in the model. The Adjusted R Square value of 0.478 provides further adjustments, strengthening the validity of the model in presenting the relationship between variables. Although this value is slightly lower than Employee Retention, it still shows the significant contribution of independent variables to the Performance Feedback System. Overall, the results of the analysis show that the research model used is quite capable of explaining the relationship between independent and dependent variables with a decent degree of certainty. However, there is an opportunity to identify other variables that may have additional influence on the two dependent variables to increase the predictive power of the model.

Path Coefficients

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
PFS -> ER	0.372	0.374	0.112	3.332	0.001
WLB -> ER	0.406	0.414	0.108	3.766	0.000

Source : SmartPLS Data Processing (2024)

Table 5 presents the results of the path coefficients test, illustrating the effects of the Performance Feedback System (PFS) and Work-Life Balance (WLB) on Employee Retention (ER), analyzed using the Partial Least Squares (PLS) method. The pathway coefficient for the relationship between PFS and ER shows an Original Sample (O) value of 0.372, indicating a significant positive influence, with a Statistical T value of 3.332 (exceeding 1.96) and a P Value of 0.001, confirming the importance of PFS in enhancing employee retention. Similarly, the pathway coefficient for WLB and ER shows a higher Original Sample (O) value of 0.406, demonstrating that WLB has a stronger influence on ER. This is supported by a Statistical T value of 3.766 and a P Value of 0.000, indicating a very high level of significance. These findings underscore that both PFS and WLB are critical factors in promoting employee retention, with WLB contributing more substantially.

These results provide important insights for the management of manufacturing companies in Cikarang. The implementation of an effective performance feedback system and a comprehensive work-life balance initiative program should be a top priority to improve employee retention. The increase in WLB has had an even more significant impact, so companies need to focus their attention on programs such as flexible working hours, provision of health facilities, and balance between work and personal life demands.

Discussion

Performance feedback system (Performance Feedback System) has a significant positive influence on employee retention. PFS helps employees understand the company's



expectations and their performance through structured and constructive feedback. In this study, a path coefficient of 0.372 shows that an increase in the implementation of PFS can effectively increase employee retention. These results are also supported by the value of t-statistics amounting to 3,332, which means that the influence is statistically significant. A good PFS system can increase employee job satisfaction, commitment, and loyalty to the company, as found by Sözen & Basım (2023), which states that employees who receive feedback regularly have higher engagement rates and lower turnover.

These results are also supported by Rodríguez-Sánchez et al. (2020), which shows that investments in performance feedback systems have a significant impact on improving employee retention through higher engagement and job satisfaction. According to the study, employees who receive periodic feedback are more motivated to stick around because they feel valued and supported in achieving their goals. However, other studies such as Chang et al. (2019) provide a different perspective. In the context of an organization that does not provide adequate career development opportunities, performance feedback can become ineffective in retaining employees. Employees tend to see PFS as a mere evaluation tool with no direct benefit to their career development. This suggests that the effectiveness of PFS depends on the support of other elements, such as career development or competitive compensation.

Local research such as conducted by Zahara Tussoleha Rony et al. (2023) also revealed that although PFS has a positive influence, its contribution to employee retention is smaller than other factors such as compensation policies. The study emphasizes that feedback should be accompanied by a career development program to have a greater impact on retention. Instead Wong et al. (2020) reminded that if the organization does not have a work culture that supports the implementation of PFS, this effort will not be effective. An inclusive and collaborative work culture is key for PFS to successfully retain employees.

In conclusion, this study strengthens the evidence that PFS is an important factor in improving employee retention. However, as the various studies above revealed, the impact of PFS is highly dependent on the context of the organization's culture, integration with other strategic elements, and its consistent implementation. The Work-Life Balance initiative also showed a more significant positive influence on employee retention, with a track coefficient of 0.406 and t-statistics of 3.766. This shows that policies that support work-life balance have a greater impact on employee retention than PFS. This study is in line with the findings of Haar et al. (2014), which found that WLB policies can lower stress, improve well-being, and foster employee loyalty. Companies that offer flexibility in working hours, health facilities, and work-life balance support help employees feel more valued, which has an impact on increasing their motivation and commitment.

The majority of respondents in this study came from the young productive age group (18–25 years, 76%) and the dominance of the production department (79%). This generation, especially Millennials and Gen Z, is known to demand more work flexibility and personal life balance than previous generations. This is relevant to the results of the study, where the WLB initiative has a stronger influence on retention. Employees in the production department are also more sensitive to the implementation of PFS, given the target-oriented nature of their work and measurable work outcomes. Therefore, companies need to tailor their retention strategies to the specific needs of demographic groups and work departments.

The results of this study are in line with several international studies. Example Rodríguez-Sánchez et al., (2020) found that WLB policies improve retention through increased employee engagement and job satisfaction. Other studies by Wong et al., (2020)



also supports these findings, stating that a good WLB setting is associated with better organizational performance and lower turnover rates. In contrast, research by Chang et al., (2019) shows that WLB initiatives are not always significant in supporting retention, especially if organizations do not integrate WLB into their work culture. This provides insight that the implementation of WLB must be carried out thoroughly and consistently in order to provide an optimal impact.

Theoretically, this study emphasizes the importance of Performance Feedback System and Work-Life Balance in supporting the theory of work motivation and employee satisfaction. These results reinforce the literature that places these two variables as key factors in employee retention, especially in the manufacturing industry. Practically, manufacturing companies in Cikarang and other sectors can take strategic steps by improving the performance feedback system and implementing a more inclusive WLB policy. Initiatives such as flexible working hours, regular feedback-based training, and the provision of work-life balance support facilities can help companies increase employee loyalty and productivity, thereby reducing costs associated with turnover.

Conclusion

This study emphasizes the importance of the Performance Feedback System and Work-Life Balance initiatives in increasing employee retention in the manufacturing sector, especially in the Cikarang industrial estate. The findings of the study show that these two factors have a significant influence on employee loyalty and workforce sustainability in the organization. A structured performance feedback system makes a positive contribution through increased employee engagement, job satisfaction, as well as motivation to achieve organizational goals. By providing clear, constructive, and continuous feedback, employees feel more valued and motivated to continue to improve. This approach has proven to reduce turnover rates, create an inclusive work environment, and improve overall team performance. Work-life balance initiatives emerged as a more dominant factor in influencing employees' decisions to stay in the company. Policies that support flexible working hours, mental health, and holistic well-being have been shown to lower stress levels and increase job satisfaction. The younger generation, which dominates the workforce population in this sector, highly values the balance between professional responsibility and personal life, making this initiative a top priority in employee retention strategies. The results of this study also provide insight for company management to design strategic policies that are oriented to employee needs. The combination of providing targeted feedback and implementing a work-life balance program can create a supportive organizational culture, which ultimately increases the company's loyalty, productivity, and reputation in the eyes of employees. However, this study has several limitations. First, the research focuses solely on manufacturing companies in the Cikarang industrial estate, which may limit the generalizability of the findings to other industries or regions with different workplace cultures and economic conditions. Second, the study relies on self-reported data from employees, which may be subject to response bias, as participants might provide socially desirable answers rather than reflecting their actual experiences. Third, external factors such as economic fluctuations, company policies, and technological advancements were not extensively analyzed, yet they may influence employee retention beyond performance feedback and work-life balance initiatives. Theoretically, this study strengthens the literature that places performance feedback systems and work-life balance as key pillars in effective human resource management strategies. Practically,



companies in the manufacturing sector can leverage these findings to address the increasingly complex employee retention challenges of the modern era. As such, the research not only makes a significant academic contribution, but also offers practical guidance for organizations to improve their competitiveness and sustainability through an employee-centered management approach.

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