



Original Article

The Impact of Culture, Fit, and Work-Life Balance on Retention: The Mediating Role of Commitment at PT Madubaru

Gita Danupranata^{1✉}, Anfasa Praditaningrum²

^{1,2}Universitas Muhammadiyah Yogyakarta Jl. Brawijaya, Geblagan, Tamantirto, Kec. Kasihan, Kabupaten Bantul, Daerah Istimewa Yogyakarta 55183

Correspondence Author: gitadanupranata@umy.ac.id✉

Abstract:

This study identifies the mediating role of organizational commitment in the influence of organizational culture, person-organization fit, and work-life balance on intention to stay among employees of PT Madubaru PG/PS Madukismo. This research employs a quantitative approach using a non-probability sampling technique, specifically convenience sampling. Data was collected through the distribution of questionnaires to 160 respondents and analyzed using Structural Equation Modeling (SEM) with SmartPLS version 3.0 software. Based on the analysis results, organizational culture has a positive and significant effect on organizational commitment, organizational culture has a positive and significant effect on intention to stay, organizational commitment has a positive and significant effect on intention to stay, person-organization fit has a positive and significant effect on organizational commitment, person-organization fit has a positive and significant effect on intention to stay, work-life balance has a positive and significant effect on organizational commitment, work-life balance has a positive and significant effect on intention to stay, organizational commitment mediates the effect of organizational culture on intention to stay, organizational commitment mediates the effect of person-organization fit on intention to stay, and organizational commitment mediates the effect of work-life balance on intention to stay. This study aims to expand the existing literature by examining the mediating role of organizational commitment in the influence of organizational culture, person-organization fit, and work-life balance on intention to stay. The results of this study provide insights for practitioners and policymakers in organizations to enhance employees' intention to stay. By building a strong organizational culture, improving person-organization fit, and supporting work-life balance, companies can strengthen employees' organizational commitment. This increased commitment can ultimately reduce turnover and create a more stable and productive



<https://jurnal.usk.ac.id/riwayat>

work environment.

Keywords: Organizational Culture, Person-Organization Fit, Work-Life Balance, Organizational Commitment, Intention to Stay.

Introduction

In an increasingly competitive business world, a company's sustainability and success largely depend on its ability to retain high-quality human resources. Skilled employees not only enhance innovation and operational efficiency but also strengthen the company's long-term competitiveness. Therefore, companies need to create a conducive work environment and an organizational system that makes employees feel comfortable and motivated to stay. Conversely, a high turnover rate can disrupt a company's stability, ultimately negatively impacting productivity and efficiency. By retaining employees with a high intention to stay, companies can benefit from increased competitiveness and operational sustainability.

One factor that contributes to increasing employees' intention to stay is organizational culture. [Cameron & Quinn \(2006\)](#) define organizational culture as the values, beliefs, and assumptions taught to new members as a guide for perceiving, thinking, and acting within the organization. When employees work in an organization with a strong culture, they tend to better understand and internalize the organization's goals and core values, ultimately increasing their loyalty. Several previous studies have proven that organizational culture positively impacts intention to stay, as found by [Naveed et al., \(2022\)](#). However, other studies present different findings, such as research by [Ghosh et al., \(2013\)](#), which states that organizational culture does not have a significant influence on intention to stay. To address this research gap, this study includes organizational commitment as a mediating variable. According to [Li & Wang \(2023\)](#), organizational commitment is a psychological state that binds employees to their organization and influences their desire to stay.

Besides organizational culture, another factor influencing intention to stay is person-organization fit. Person-organization fit describes the alignment between individual values and organizational culture. [Van Vianen \(2018\)](#) defines person-organization fit as the degree of congruence between an individual's norms, values, and behaviors with the organizational culture, which can impact employee well-being and performance. [Kakar \(2022\)](#) found that employees who feel their values align with the organization tend to have a higher intention to stay. However, [Gregory et al., \(2009\)](#) indicated that person-organization fit does not always have a significant influence on intention to stay, particularly in dynamic work environments. To resolve these inconsistencies, this study also includes organizational commitment as a mediating variable. [Silva et al., \(2023\)](#) explain that the alignment between employee and organizational values can enhance organizational commitment, ultimately encouraging employees to stay.

Another factor affecting intention to stay is work-life balance. [Kalliath & Brough \(2008\)](#) define work-life balance as an individual's perception of their ability to balance work and personal life demands. [Wildan Firdausi \(2024\)](#) found that the better an employee's work-life balance, the higher their likelihood of staying in the organization. However, [Fisher et al., \(2009\)](#) argue that while work-life balance is positively related to intention to stay, its influence is not always significant due to

other factors such as organizational support and personal commitment, which may moderate this relationship. To address this gap, this study also includes organizational commitment as a mediating variable. [Silva et al., \(2023\)](#) state that a good work-life balance can enhance employee commitment to the organization, which in turn strengthens their intention to stay.

In addition to the research gap in previous studies, the phenomenon observed at PT Madubaru PG/PS Madukismo highlights challenges in employee retention. An employee from the asset development division revealed that despite the company's strong desire to retain employees for organizational stability and productivity, turnover remains high. One primary cause of turnover is exhaustion due to irregular shift work, which leads to physical and mental

fatigue. As a result, employees seek jobs with better working conditions.

This situation poses a challenge for the company in retaining quality employees and maintaining operational stability. This study is a replication of the international study conducted by [Silva et al., \(2023\)](#), titled "Determinants of Employee Intention to Stay: A Generational Multigroup Analysis." The purpose of this study is to deepen the understanding of factors influencing employees' intention to stay by examining organizational culture, person-organization fit, and work-life balance, as well as the role of organizational commitment as a mediating variable. Based on the research gap in the literature and the phenomenon observed at PT Madubaru PG/PS Madukismo, this study aims to further analyze the relationship between these factors and employees' intention to stay in the company. Thus, this research is expected to provide deeper insights into strategies companies can use to retain employees.

Literature Review and Hypotheses Development (Quantitative) or Literature Review (Qualitative)

Organizational Culture

Organizational culture is defined as a shared system of meaning embraced by organizational members, encompassing values, beliefs, norms, and practices that influence how individuals think, feel, and behave in the workplace ([Robbins & Judge, 2015](#)). This culture serves four main functions: providing identity to members, enhancing commitment, facilitating social stability, and guiding acceptable behavior. According to [Denison & Mishra \(1995\)](#), organizational culture can be measured through involvement, consistency, adaptability, and mission. Factors influencing organizational culture include the values upheld by leaders, as well as the policies and actions implemented ([Robbins & Judge, 2015](#)). Its impacts include improved performance, resilience to change, enhanced teamwork, and a stronger drive for innovation ([Cameron & Quinn \(2011\)](#)).

Person-Organization Fit

Person-organization fit refers to the alignment between an individual's values, personality, and goals with the culture, values, and objectives of the organization, influencing commitment and intention to stay ([Robbins & Judge, 2015](#)). It helps organizations harmonize employee expectations with corporate

goals, fostering a productive work environment. According to [Kristof-Brown \(2007\)](#), person-organization fit enhances job satisfaction, commitment, and motivation, leading to better performance and retention. [Netemeyer et al., \(1997\)](#) measure it through value congruence, goal congruence, and need fulfillment. Factors influencing person-organization fit include value alignment, goal alignment, and need fulfillment [Kristof \(1996\)](#). Its impacts include increased job satisfaction, organizational commitment, and improved performance [Haider et al., \(2022\)](#).

Work-Life Balance

Work-life balance, according to [Robbins & Judge \(2015\)](#), refers to the equilibrium between work and personal life, where individuals allocate their time and energy harmoniously between job responsibilities and life outside of work. This balance is crucial in preventing stress and excessive fatigue, allowing individuals to work effectively while enjoying their personal lives. [Hayman \(2005\)](#) Work-life balance supports physical and mental health through exercise, sleep, and relaxation. Its indicators include time balance for family, social life, and health. Key factors include time management, task prioritization, and support from the organization and family. Its impacts include conflict avoidance, increased job satisfaction, and overall employee happiness [Rohmatiah et al., \(2023\)](#).

Organizational Commitment

Organizational commitment refers to the level of attachment and dedication employees have toward their organization [\(Robbins & Judge, 2015\)](#). According to [Porter et al., 1\(974\)](#), organizational commitment serves to enhance employee productivity and reduce turnover. [Netemeyer et al., \(1997\)](#) identify three indicators of organizational commitment: affective commitment (emotional attachment to the organization), continuance commitment (awareness of the consequences of leaving the organization), and normative commitment (a moral obligation to stay). [Meyer et al., \(1993\)](#) state that factors influencing organizational commitment include individual characteristics, organizational characteristics, and organizational experiences. The impacts of organizational commitment include increased job satisfaction and employee loyalty, as well as greater workforce stability. Conversely, low commitment can lead to high turnover and decreased company performance.

Intention to Stay

Intention to stay refers to an employee's desire or intention to remain in an organization for a certain period [\(Robbins & Judge, 2015\)](#). [Blau \(1985\)](#) states that intention to stay helps improve social relationships in the workplace, strengthens employee bonds, and fosters a more positive work environment. [Widyawati \(2013\)](#) measures intention to stay using three indicators: an individual's tendency to think about staying, the likelihood of staying in the organization, and the likelihood of staying in the near future. According to [Aboobaker et al., \(2019\)](#), factors influencing intention to stay are divided into internal factors (motivation, engagement, psychological empowerment, fair rewards, and organizational justice) and external factors (learning and development opportunities, company

support, organizational culture, and fairness in decision-making). As [Griffeth et al., \(2000\)](#) explain, intention to stay helps reduce turnover, lowering recruitment and training costs for new employees.

This research is designed based on the existing research gap and phenomena. The study aims to develop the following conceptual framework:

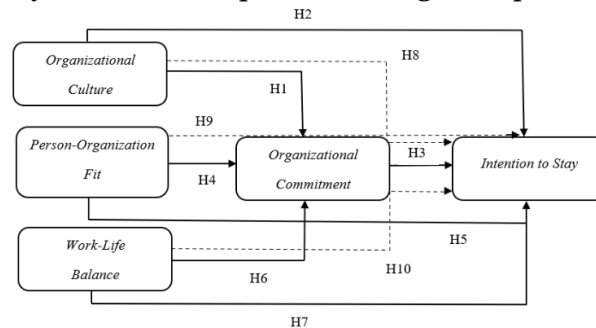


Figure 1 Conceptual Model

The hypothesis derived from the relationships between variables is as follows:

The Influence of Organizational Culture on Organizational Commitment

A strong organizational culture influences organizational commitment. A culture that encompasses involvement, consistency, adaptability, and mission can enhance employees' sense of responsibility for the organization's success. By fostering consistency in work practices and allowing adaptation to change, organizations can create an environment that strengthens employee attachment and encourages them to commit more fully to their contributions. This is supported by research conducted by [Utarayana & Dewi Adnyani \(2020\)](#), [Arachim \(2020\)](#), [Nugroho et al., \(2021\)](#), [Abdullah & Azizan \(2022\)](#), [Prayuda \(2023\)](#), and [Fauzan et al., \(2023\)](#) which indicates that organizational culture has a positive and

significant impact on organizational commitment. Based on the theoretical framework and previous studies, the following hypothesis can be formulated:

H1: Organizational culture has a positive and significant effect on organizational commitment.

The Influence of Organizational Culture on Intention to Stay

Organizational culture shapes the work environment and influences employees' experiences. It reflects values, norms, and practices that impact comfort and connection with the company. When the culture aligns with employees' needs and values, they feel more engaged and are more likely to stay. Thus, a positive organizational culture fosters the intention to stay. This is consistent with studies conducted by [Pundhiarto & Hidajat \(2021\)](#), [Naveed et al., \(2022\)](#), [Islam et al., \(2022\)](#), [Wildan Firdausi \(2024\)](#), [Öztuna & Bayraktar \(2024\)](#), and [Waruwu \(2024\)](#) which found that organizational culture has a direct, positive, and significant influence on intention to stay. Based on the theoretical framework and previous studies, the following hypothesis can be formulated:

H2: Organizational culture has a positive and significant effect on intention to stay.

The Influence of Organizational Commitment on Intention to Stay

Organizational commitment is a key indicator of an employee's intention to stay, reflecting their attachment and participation in the organization. Highly committed employees feel responsible for the organization's success, contribute positively, and are less likely to seek other job opportunities. This aligns with studies conducted by [Evan-Reber \(2021\)](#), [Monica & Prasetyo \(2021\)](#), [Mahfouz et al., \(2022\)](#), [Silva et al., \(2023\)](#), [Herrity \(2023\)](#), and [Wildan Firdausi \(2024\)](#) which found that organizational commitment has a direct, positive, and significant influence on intention to stay. Based on the theoretical framework and previous research, the following hypothesis can be formulated:

H3: Organizational commitment has a positive and significant effect on intention to stay.

The Influence of Person-Organization Fit on Organizational Commitment

The alignment of personal and organizational values enhances employee commitment by fostering satisfaction, acceptance, and comfort at work. This harmony reduces conflicts, allowing employees to focus without pressure from differing values. Shared values also create a sense of belonging and purpose, reinforcing commitment as employees see their contributions align with organizational goals. This is supported by studies conducted by [Rombaut & Guerry \(2020\)](#), [Putri & Parmin \(2022\)](#), [Jayanti \(2022\)](#), [Ali \(2022\)](#), [Silva et al., \(2023\)](#), and [Christian et al., \(2023\)](#) which found that person-organization fit has a positive and significant impact on organizational commitment. Based on the theoretical framework and previous research, the following hypothesis can be formulated:

H4: Person-organization fit has a positive and significant effect on organizational commitment.

The Influence of Person-Organization Fit on Intention to Stay

A good person-organization fit is crucial for a supportive and satisfying work environment. When organizational values align with employees' values, they feel more connected, reducing conflicts and improving focus and productivity. This alignment makes employees feel valued and see their role as meaningful, fostering a sense of belonging and motivation. As a result, a strong person-organization fit enhances employees' intention to stay long-term. This is supported by studies conducted by [Rombaut & Guerry \(2020\)](#), [Rai & Nandy \(2021\)](#), [Bloxsome et al., \(2021\)](#), [Bagus Swastasi & Sartika \(2021\)](#), [Noviaristanti \(2022\)](#), and [Kakar \(2022\)](#) which found that

person-organization fit has a positive and significant impact on intention to stay. Based on the theoretical framework and previous research, the following hypothesis can be formulated:

H5: Person-organization fit has a positive and significant effect on intention to stay.

The Influence of Work-Life Balance on Organizational Commitment

Work-life balance is essential for strengthening organizational commitment. When employees can manage work and personal life effectively, they experience greater satisfaction and lower stress. This balance enhances

well-being, reduces burnout, and allows employees to focus better on their tasks. Employees who feel supported in maintaining work-life balance tend to be more motivated and committed, as they perceive that the organization values their well-being. This aligns with studies by [Kesumayani et al., \(2020\)](#), [Hutagalung et al., \(2020\)](#), [Hasan et al., \(2021\)](#), [Nikmatul Azizah et al., \(2023\)](#), and [Silva et al., \(2023\)](#) which found that work-life balance positively and significantly affects organizational commitment. Based on previous research, the following hypothesis is proposed:

H6: Work-life balance has a positive and significant effect on organizational commitment.

The Influence of Work-Life Balance on Intention to Stay

Work-life balance affects employees' intention to stay by helping them manage work and personal life demands effectively. A healthy balance reduces stress and work-life interference, making employees feel more comfortable and supported. This fosters a positive work environment where employees feel valued and encouraged. Research conducted by [Sudibjo & Suwarli \(2020\)](#), [Sriram et al., \(2022\)](#), [A. Choi & Hwang \(2023\)](#), [Rezeki \(2023\)](#), [Saraswati et al., \(2023\)](#), dan [Wildan Firdausi \(2024\)](#) indicates that work-life balance has a positive and significant effect on intention to stay. Based on previous theories and research, the formulated hypothesis is:

H7: Work-life balance has a positive and significant effect on intention to stay.

The Influence of Organizational Culture on Intention to Stay with Organizational Commitment as a Mediating Variable

A strong and positive organizational culture creates a supportive work environment where employees feel valued and accepted. When employees connect with the core values upheld by the company, they experience greater comfort and a stronger sense of attachment. This attachment reinforces their commitment to the organization. A supportive work environment makes employees feel appreciated, increasing their likelihood of staying with the company. This aligns with studies conducted by [Choi et al., \(2015\)](#), [Hassan & Shahbaz \(2020\)](#), dan [Li & Wang \(2023\)](#) which found that person-organization fit has an indirect positive and significant influence on intention to stay through organizational commitment as a mediating variable. Based on the theoretical framework and previous research, the following hypothesis is proposed:

H8: Organizational culture has a positive and significant effect on intention to stay, with organizational commitment as a mediating variable.

The Influence of Person-Organization Fit on Intention to Stay with Organizational Commitment as a Mediating Variable

Employees whose personal values align with the organization's values and culture tend to develop a higher level of commitment to the organization. When employees feel that their values are recognized and appreciated by the company, they experience a stronger sense of connection and commitment. This strong commitment enhances their sense of responsibility toward their work, making them more likely to stay. This is supported by studies conducted by

[Choi et al., \(2015\)](#), [Dechawatanapaisal \(2019\)](#), [Radite \(2020\)](#), [Wahyanto et al., \(2020\)](#), [Adams & Smith \(2022\)](#), dan [Silva et al., \(2023\)](#) which found that person-organization fit has an indirect positive and significant influence on intention to stay through organizational commitment as a mediating variable. Based on the theoretical framework and previous research, the following hypothesis is proposed:

H9: Person-organization fit has a positive and significant effect on intention to stay, with organizational commitment as a mediating variable.

The Influence of Work-life balance on Intention to Stay with Organizational Commitment as a Mediating Variable

Work-life balance is a key factor in organizational commitment. Employees who achieve a good balance experience greater satisfaction, less stress, and a stronger connection to the organization. Feeling valued and supported in both work and personal life enhances their commitment, increasing their likelihood of staying and contributing long-term. This is supported by studies conducted by [Choi et al., \(2015\)](#), [Fayyazi & Aslani, \(2015\)](#), [Chang et al., \(2019\)](#), dan [Silva et al., \(2023\)](#) which found that work-life balance has an indirect positive and significant influence on intention to stay through organizational commitment as a mediating variable. Based on the theoretical framework and previous research, the following hypothesis is proposed:

H10: Work-life balance has a positive and significant influence on intention to stay, with organizational commitment as a mediating variable.

Research Method

This study uses a quantitative approach, analyzing numerical data with statistical methods ([Sekaran & Bougie, 2017](#)). The research focuses on PT Madubaru PG/PS Madukismo in Bantul, Yogyakarta, with employees as subjects. Primary data was collected through questionnaires on organizational culture, person-organization fit, work-life balance, organizational commitment, and intention to stay. Using convenience sampling, 300 questionnaires were distributed, and 160 responses were analyzed. Data analysis was conducted using Structural Equation Modeling (SEM) with SmartPLS 3.0. The following tests were performed:

Instrument Quality Test

The instrument quality test ensures the validity and reliability of the questionnaire as an appropriate measurement tool. The validity test includes convergent validity, which assesses the extent to which indicators positively correlate with the same construct (with outer loading > 0.70 and AVE > 0.50), and discriminant validity, which ensures that a construct is distinct from others by comparing loading and cross-loading values ([Sarstedt et al., \(2021\)](#)). The reliability test is conducted using Cronbach's Alpha (values > 0.60 indicate good internal consistency) and Composite Reliability (values > 0.70 indicate high reliability), where Composite Reliability is always higher than Cronbach's Alpha ([Ghozali & Latan, 2015](#)).

Descriptive Analysis

Descriptive analysis is used to describe and present research data in a structured manner without analyzing relationship between variables ([Sekaran &](#)

[Bougie, 2017](#)). This technique presents data in numerical or graphical form, such as maximum, minimum, mean, and standard deviation, to understand data patterns or trends. In this study, descriptive analysis employs the Likert scale based on [Sugiyono \(2016\)](#), with an interval of 0.8 to determine respondents' perception levels, ranging from Very Low (1.00-1.80) to Very High (4.21-5.00).

Measurement (Outer Model)

The Outer Model in Structural Equation Modeling (SEM) assesses the quality of latent variable measurements based on validity and reliability ([Ghozali & Latan, 2015](#)). Validity tests include convergent validity, which ensures indicator correlation with its construct (outer loading > 0.70, AVE > 0.50), and discriminant validity, which confirms construct distinctiveness through higher item loading on its construct than cross-loading values. Reliability tests measure the consistency of the questionnaire using Cronbach's Alpha (> 0.60 for acceptable internal consistency) and Composite Reliability (> 0.70 for high reliability), where Composite Reliability values are always higher than Cronbach's Alpha.

Structural Model (Inner Model)

According to [Ghozali & Latan \(2015\)](#), the inner model represents the estimated influence between latent variables based on theoretical foundations and is used to predict causal relationships. R-Square (R^2) indicates the extent to which independent (exogenous) variables influence the dependent (endogenous) variable, with values ranging from 0 to 1. It is categorized as strong if $R^2 > 0.75$, high if $R^2 > 0.50$, and moderate if $R^2 > 0.25$. weak, f-Square (f^2) measures the effect size of independent variables on dependent variables, with classifications of weak (>0.02), moderate (>0.15), and high (>0.35) ([Sarstedt et al., 2021](#)).

Hypothesis Testing

Hypothesis testing aims to determine whether there is a significant influence between the studied variables. According to [Ghozali & Latan \(2015\)](#) a hypothesis is accepted based on the following criteria: a) Original Sample—this value determines the direction of the hypothesis test, where a positive value indicates a positive effect, and a negative value indicates a negative effect, b) t-statistic—this measures statistical significance, with a hypothesis being accepted if t-statistic > 1.96, and c) P-value—used to assess the significance of the relationship between variables, where a hypothesis is supported if P-value < 0.05, indicating a low margin of error.

Results and Discussion

Measurement (Outer Model)

This research employed the Structural Equation Modeling (SEM) method using SmartPLS. SEM-PLS analysis was conducted by testing the Outer Model and Inner Model as this study fulfilled its requirements.

Convergent Validity

The Outer Model in SEM assesses the relationship between latent variables and their indicators to ensure validity and reliability. The table below shows the convergent validity test results, where indicators are valid if outer loading > 0.70 and AVE > 0.50.

Table 1 Result of Outer Loading

Variable	Indicator	Loading Factor	Rule of Thumb	Explanation
Organizational Culture	OC1	0.876S	0.70	Valid
	OC2	0.846	0.70	Valid
	OC3	0.883	0.70	Valid
	OC4	0.874	0.70	Valid
Person-Organization Fit	POF1	0.870	0.70	Valid
	POF2	0.871	0.70	Valid
	POF3	0.796	0.70	Valid
Work-Life Balance	WLB1	0.791	0.70	Valid
	WLB ₂	0.902	0.70	Valid
	WLB ₃	0.870	0.70	Valid
Organizational Commitment	OCM1	0.898	0.70	Valid
	OCM ₂	0.912	0.70	Valid
	OCM ₃	0.877	0.70	Valid
Intention to Stay	ITS1	0.857	0.70	Valid
	ITS2	0.781	0.70	Valid
	ITS3	0.843	0.70	Valid

Source: Research data processing results

Based on Table 1, the variables of organizational culture, person-organization fit, work-life balance, organizational commitment, and intention to stay have outer loading values > 0.70, confirming their validity.

Table 2 Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Organizational Culture	0.757
Person-Organization Fit	0.716
Work-Life Balance	0.732
Organizational Commitment	0.802
Intention to Stay	0.685

Source: Research data processing results

Based on Table 2, convergent validity with an AVE value > 0.50, indicating that each indicator adequately explains its construct.

Discriminate Validity

Discriminant validity ensures that a construct is unique and not overlapping with others. It is achieved when an item's loading on its construct is higher than its cross-loading on other constructs. The test results are as

follows:

Table 3 Cross Loading

	OC	POF	WLB	OCM	ITS
OC1	0.876	0.559	0.575	0.533	0.499
OC2	0.846	0.520	0.477	0.470	0.499
OC3	0.883	0.584	0.536	0.640	0.474
OC4	0.874	0.581	0.552	0.624	0.498
POF1	0.532	0.870	0.564	0.646	0.542
POF2	0.581	0.871	0.573	0.609	0.516
POF3	0.532	0.796	0.595	0.499	0.409
WLB1	0.578	0.644	0.791	0.580	0.501
WLB2	0.520	0.559	0.902	0.608	0.494
WLB3	0.480	0.534	0.870	0.559	0.496
OCM1	0.604	0.636	0.586	0.898	0.580
OCM2	0.565	0.616	0.651	0.912	0.594
OCM3	0.609	0.620	0.596	0.877	0.519
ITS1	0.475	0.490	0.501	0.560	0.857
ITS2	0.387	0.483	0.436	0.521	0.781
ITS3	0.538	0.475	0.505	0.441	0.843

Source: Research data processing results

Based on Table 3, the loading value of each indicator item on its construct is greater than the cross-loading value. Therefore, it can be concluded that all constructs or latent variables have good discriminant validity.

Cronbach's Alpha is used to evaluate the internal consistency of a scale. An Alpha value > 0.60 indicates adequate reliability in research.

Table 4 Cronbach Alpha

	Cronbach's Alpha	The Reliable Standard	Explanation
<i>Organizational Culture</i>	0.893	0.60	Reliable
<i>Person-Organization Fit</i>	0.803	0.60	Reliable
<i>Work-Life Balance</i>	0.815	0.60	Reliable
<i>Organizational Commitment</i>	0.877	0.60	Reliable
<i>Intention to Stay</i>	0.769	0.60	Reliable

Source: Research data processing results

Based on Table 4, Cronbach's Alpha values exceed 0.60, meeting reliability standards and confirming that all indicators are reliable.

Composite reliability measures a variable's true reliability, making its value higher than Cronbach's Alpha. A construct is reliable if Cronbach's Alpha > 0.60 and Composite Reliability > 0.70.

Table 5 Composite Reliability

	<i>Cronbach's Alpha</i>	<i>Composite Reliability (rho_A)</i>
<i>Organizational Culture</i>	0.893	0.896
<i>Person-Organization Fit</i>	0.803	0.817
<i>Work-Life Balance</i>	0.815	0.815
<i>Organizational Commitment</i>	0.877	0.877
<i>Intention to Stay</i>	0.769	0.772

Source: Research data processing results

Based on Table 5, Composite Reliability has met the criteria, as Cronbach's Alpha value is greater than 0.60 and the Composite Reliability value is greater than 0.70. Thus, it can be concluded that all tested indicators are reliable.

Structural Model (Inner Model)

The inner model illustrates the relationships between latent variables based on substantive theory and is used to predict causal relationships between constructs. The tests used in the inner model include R-Square and f-Square:

R-Square

Table 6 R-Square

	<i>R-Square</i>	Explanation
<i>Organizational Commitment</i>	0.461	Weak
<i>Intention to Stay</i>	0.605	Moderat

Source: Research data processing results

Based on Table 6, the R-Square value for organizational commitment is 0.461 (weak category), indicating that it is influenced by organizational culture, person-organization fit, and work-life balance by 46.1%. Meanwhile, the R-Square value for intention to stay is 0.605 (moderate category), meaning these factors explain 60.5% of the variance in intention to stay.

f-Square

Table 7 f-Square

	<i>Intention to Stay</i>	<i>Organizational Commitment</i>
<i>Intention to Stay</i>		
<i>Organizational Commitment</i>	0.048	
<i>Organizational Culture</i>	0.026	0.098
<i>Person-Organization Fit</i>	0.021	0.117
<i>Work-Life Balance</i>	0.029	0.110

Source: Research data processing results

Based on Table 7, the f-square value for organizational commitment on intention to stay is 0.048, indicating a weak effect. The f-square value for

organizational culture on intention to stay is 0.026, also indicating a weak effect. The f-square value for organizational culture on organizational commitment is 0.098, indicating a moderate effect. The f-square value for person-organization fit on intention to stay is 0.021, indicating a weak effect, while its effect on organizational commitment is 0.117, indicating a moderate effect. The f-square value for work-life balance on intention to stay is 0.029, indicating a weak effect, whereas its effect on organizational commitment is 0.110, indicating a moderate effect.

Hypothesis Test

Hypothesis testing determines the significance of direct and indirect effects between variables. A hypothesis is accepted if the t-statistic > 1.96 and the P-value < 0.05 , while the original sample indicates the direction of the influence. The following are the results of the direct and indirect effect hypothesis tests:

Table 8 Specific Direct Effect

Hipotesis		Original Sample (O)	t-statistic (O/STDEV)	P-values
H1	Organizational Culture → Organizational Commitment	0.2720	4.1330	0.0000
H2	Organizational Culture → Intention to Stay	0.1730	2.2280	0.0260
H3	Organizational Commitment → Intention to Stay	0.2550	2.7980	0.0050
H4	Person-Organization Fit → Organizational Commitment	0.1380	4.3170	0.0000
H5	Person-Organization Fit → Intention to Stay	0.1650	2.0840	0.0380
H6	Work-Life Balance → Organizational Commitment	0.2990	3.4740	0.0010
H7	Work-Life Balance → Intention to Stay	0.1890	2.3720	0.0180

Source: Research data processing results

Based on Table 8, the results of the direct effect hypothesis test using bootstrapping can be seen:

H1: Organizational culture has a positive and significant effect on organizational commitment

The test results confirm that organizational culture has a positive and significant effect on organizational commitment. This is indicated by an original sample value of 0.272, which is positive, meaning the direction of the effect is positive. The t-statistic value of $4.133 > 1.96$ shows that the effect is significant, and the P-value of $0.000 < 0.05$ confirms that the effect is statistically significant, thus H1 is accepted.

H2: Organizational culture has a positive and significant effect on intention to stay.

The test results confirm that organizational culture has a positive and

significant effect on intention to stay. This is indicated by an original sample value of 0.173, which is positive, meaning the direction of the effect is positive. The t-statistic value of $2.228 > 1.96$ shows that the effect is significant, and the P-value of $0.026 < 0.05$ confirms that the effect is statistically significant, thus H2 is accepted.

H3: Organizational commitment has a positive and significant effect on intention to stay.

The test results confirm that organizational commitment has a positive and significant effect on intention to stay. This is indicated by an original sample value of 0.255, which is positive, meaning the direction of the effect is positive. The t-statistic value of $2.798 > 1.96$ shows that the effect is significant, and the P-value of $0.005 < 0.05$ confirms that the effect is statistically significant, thus H3 is accepted.

H4: Person-organization fit has a positive and significant effect on organizational commitment.

The results of the testing prove that person-organization fit has a positive and significant effect on organizational commitment. This is indicated by the original sample value of 0.138, which is positive, meaning it has a positive direction. The t-statistic value of $4.317 > 1.96$ shows that the effect is significant, and the p-value of $0.000 < 0.05$ indicates that this effect can be proven, thus H4 is accepted.

H5: Person-organization fit has a positive and significant effect on intention to stay.

The results of the testing prove that person-organization fit has a positive and significant effect on intention to stay. This is indicated by the original sample value of 0.165, which is positive, meaning it has a positive direction. The t-statistic value of $2.084 > 1.96$ shows that the effect is significant, and the p-value of $0.038 < 0.05$ indicates that this effect can be proven, thus H5 is accepted.

H6: Work-life balance has a positive and significant effect on organizational commitment.

The results of the testing prove that work-life balance has a positive and significant effect on organizational commitment. This is indicated by the original sample value of 0.299, which is positive, meaning it has a positive direction, the t-statistic value of $3.474 > 1.96$ shows that the effect is significant, and the p-value of $0.001 < 0.05$ indicates that this effect can be proven, thus H6 is accepted.

H7: Work-life balance has a positive and significant effect on intention to stay.

The results of the testing prove that work-life balance has a positive and significant effect on intention to stay. This is indicated by the original sample value of 0.189, which is positive, meaning it has a positive direction, the t-statistic value of $2.372 > 1.96$ shows that the effect is significant, and the p-value of $0.018 < 0.05$ indicates that this effect can be proven, thus H7 is accepted.

Table 9 Specific Indirect Effects

Hipotesis	Original Sample (O)	t-statistics (O/STDEV)	P- val ues
-----------	---------------------------	---------------------------	------------------

H8	<i>Organizational Culture → Organizational Commitment → Intention to Stay</i>	0.069	2.164	0.031
H9	<i>Person-Organization Fit → Organizational Commitment → Intention to Stay</i>	0.081	2.279	0.023
H10	<i>Work-Life Balance → Organizational Commitment → Intention to Stay</i>	0.076	2.137	0.033

Source: Research data processing results

Based on Table 9, the results of the indirect effect hypothesis test using bootstrapping can be seen:

H8: Organizational culture has a positive and significant effect on intention to stay, with organizational commitment as a mediating variable.

The results of the testing prove that organizational commitment mediates the effect of organizational culture on intention to stay. This is indicated by the original sample value of

0.069, which is positive, meaning it has a positive direction, the t-statistic value of $2.164 > 1.96$ shows that the effect is significant, and the p-value of $0.031 < 0.05$ indicates that this effect can be proven, thus H8 is accepted.

H9: Person-organization fit has a positive and significant effect on intention to stay, with organizational commitment as a mediating variable.

The results of the testing prove that organizational commitment mediates the effect of person-organization fit on intention to stay. This is indicated by the original sample value of 0.081, which is positive, meaning it has a positive direction. The t-statistic value of $2.279 > 1.96$ shows that the effect is significant, and the p-value of $0.023 < 0.05$ indicates that this effect can be proven, thus H9 is accepted.

H10: Work-life balance has a positive and significant influence on intention to stay, with organizational commitment as a mediating variable.

The results of the testing prove that organizational commitment mediates the effect of work-life balance on the intention to stay. This is indicated by the original sample value of 0.076, which is positive, meaning it has a positive direction. The t-statistic value of $2.137 > 1.96$ shows that the effect is significant, and the p-value of $0.033 < 0.05$ indicates that this effect can be proven, thus H10 is accepted.

The Influence of Organizational Culture on Organizational Commitment

The analysis confirms that organizational culture significantly influences employees' organizational commitment at PT Madubaru PG/PS Madukismo, supporting H1. A strong culture fosters employee responsibility, increasing their commitment. This finding aligns with previous studies by [Utarayana & Dewi Adnyani \(2020\)](#), [Arachim \(2020\)](#), [Nugroho et al., \(2021\)](#), [Abdullah & Azizan \(2022\)](#), [Prayuda \(2023\)](#), and [Fauzan et al., \(2023\)](#) which state that organizational culture has a significant positive impact on organizational commitment.

The Influence of Organizational Culture on Intention to Stay

The analysis confirms that organizational culture significantly and positively influences the intention to stay among employees at PT Madubaru PG/PS Madukismo, supporting H2. A strong organizational culture shapes a work environment that enhances employees' comfort and connection with the company by aligning with their needs, expectations, and values. This, in turn, encourages long-term commitment. These findings align with previous studies by [Pundhiarto & Hidajat \(2021\)](#), [Naveed et al., \(2022\)](#), [Islam et al., \(2022\)](#), [Wildan Firdausi \(2024\)](#), [Öztuna & Bayraktar \(2024\)](#), and [Waruwu \(2024\)](#) which also highlight the positive impact of organizational culture on intention to stay.

The Influence of Organizational Commitment on Intention to Stay

The analysis confirms that organizational commitment significantly and positively impacts intention to stay at PT Madubaru PG/PS Madukismo, supporting H3. Employees with strong commitment feel emotionally attached, responsible, and motivated to contribute, making them less likely to seek opportunities elsewhere and more inclined to remain with the organization. This finding is supported by studies from [Evan-Reber \(2021\)](#), [Monica & Prasetyo \(2021\)](#), [Mahfouz et al., \(2022\)](#), [Silva et al., \(2023\)](#), [Herrity \(2023\)](#), and [Wildan Firdausi \(2024\)](#) which also highlight the positive influence of organizational commitment on intention to stay.

The Influence of Person-Organization Fit on Organizational Commitment

The analysis confirms that person-organization fit significantly enhances organizational commitment at PT Madubaru PG/PS Madukismo, supporting H4. Value alignment fosters job satisfaction, workplace harmony, and a sense of belonging, reducing conflict and strengthening employees' connection to the company's mission, reinforcing their commitment. These findings align with studies by [Rombaut & Guerry \(2020\)](#), [Putri & Parmin \(2022\)](#), [Jayanti \(2022\)](#), [Ali \(2022\)](#), [Silva et al., \(2023\)](#), and [Christian et al., \(2023\)](#) which also highlight the positive impact of person-organization fit on organizational commitment.

The Influence of Person-Organization Fit on Intention to Stay

The analysis confirms that person-organization fit significantly and positively affects intention to stay at PT Madubaru PG/PS Madukismo, supporting H5. Alignment between individual and organizational values creates a supportive work environment, minimizing conflicts and enhancing job satisfaction. Employees who share the company's values feel more motivated, engaged, and committed, ultimately strengthening their intention to remain with the organization. These findings align with studies by [Rombaut & Guerry \(2020\)](#), [Rai & Nandy \(2021\)](#), [Bloxsome et al., \(2021\)](#), [Bagus Swastasi & Sartika \(2021\)](#), [Noviaristanti \(2022\)](#), and [Kakar \(2022\)](#) which also demonstrate that person-organization fit positively and significantly influences intention to stay.

The Influence Work-Life Balance on Organizational Commitment

The analysis confirms that work-life balance positively affects organizational commitment at PT Madubaru PG/PS Madukismo, supporting H6. A balanced work-life enhances job satisfaction, reduces stress, and prevents burnout, improving focus and commitment. Organizations that support this balance foster motivation and loyalty by valuing employee well-being and growth. These findings align with studies by [Kesumayani et al., \(2020\)](#), [Hutagalung et al.,](#)

(2020), [Hasan et al., \(2021\)](#), [Nikmatul Azizah et al., \(2023\)](#), and [Silva et al., \(2023\)](#) which also confirm the significant positive effect of work-life balance on organizational commitment.

The Influence Work-Life Balance on Intention to Stay

The analysis confirms that work-life balance positively influences intention to stay at PT Madubaru PG/PS Madukismo, supporting H7. A healthy balance reduces stress, enhances comfort at work, and prevents job interference with personal life. Employees who feel supported in maintaining this balance are more connected to the company and more likely to stay. This result is supported by studies conducted by [Sudibjo & Suwarli \(2020\)](#), [Sriram et al., \(2022\)](#), [A. Choi & Hwang \(2023\)](#), [Rezeki \(2023\)](#), [Saraswati et al., \(2023\)](#), and [Wildan Firdausi \(2024\)](#) which state that work-life balance has a significant positive effect on intention to stay.

The Influence of Organizational Culture on Intention to Stay with Organizational Commitment as a Mediating Variable

The analysis shows that organizational commitment mediates the effect of organizational culture on the intention to stay at PT Madubaru PG/PS Madukismo, confirming H8. A strong organizational culture fosters a supportive work environment, enhances employee attachment, and strengthens their commitment. This commitment, in turn, increases their intention to stay. These findings align with studies by [Choi et al., \(2015\)](#), [Hassan & Shahbaz \(2020\)](#), and [Li & Wang \(2023\)](#).

The Influence of Person-Organization Fit on Intention to Stay with Organizational Commitment as a Mediating Variable

The analysis confirms that organizational commitment mediates the effect of person-organization fit and work-life balance on intention to stay at PT Madubaru PG/PS Madukismo, supporting H9 and H10. Value alignment fosters commitment, while work-life balance enhances satisfaction, both strengthening employees' intention to stay. These findings align with studies by [Choi et al., \(2015\)](#), [Dechawatanapaisal \(2019\)](#), [Wahyanto et al., \(2020\)](#), [Adams & Smith \(2022\)](#), and [Silva et al., \(2023\)](#) on person-organization fit, as well as research by [Malone & Issa \(2013\)](#), [Choi et al. \(2015\)](#), [Fayyazi & Aslani \(2015\)](#), [Chang et al. \(2019\)](#), and [Silva et al. \(2023\)](#) on work-life balance.

The Influence of Work-life balance on Intention to Stay with Organizational Commitment as a Mediating Variable

The analysis confirms that organizational commitment mediates the effect of work-life balance on intention to stay at PT Madubaru PG/PS Madukismo, supporting H10. A well-maintained work-life balance increases commitment by reducing stress and enhancing job satisfaction. Employees who feel supported in balancing work and personal life develop a stronger connection to the organization, making them more likely to stay long-term. These findings align with studies by [Choi et al., \(2015\)](#), [Fayyazi & Aslani, \(2015\)](#), [Chang et al., \(2019\)](#), and [Silva et al., \(2023\)](#) which state that organizational commitment mediates the effect of work-life balance on the intention to stay.

Conclusion

The findings of this study indicate that organizational culture, person-organization fit, and work-life balance have a positive and significant impact on both organizational commitment and employees' intention to stay. This suggests that when

a company fosters a positive culture, ensures alignment between individual and organizational values, and supports employees' work-life balance, employees are more motivated to commit to and remain in the organization. Furthermore, the study confirms that organizational commitment mediates the relationship between organizational culture, person-organization fit, and work-life balance with the intention to stay. In other words, the higher an employee's commitment to the organization, the more likely they are to remain and contribute in the long term rather than seek alternative employment opportunities.

However, this study has several limitations that should be considered. A key limitation is that many field employees faced difficulties in completing the questionnaire due to high mobility, time constraints, and limited access. This may have affected participation rates and the representativeness of the data. Therefore, future research is recommended to expand its scope by including all employees, including those in field roles. By involving all employee groups, the study results will be more representative and provide a comprehensive understanding of the factors influencing employees' intention to stay.

For companies, these findings can serve as a reference for designing policies and strategies to enhance employee retention. One effective approach is to conduct regular surveys to assess the alignment between employees' values and organizational values. Such surveys can help identify potential misalignments that may not be apparent in daily interactions. Based on these insights, organizations can make adjustments in policies, leadership styles, and employee development programs to better meet employees' needs. Strengthening this alignment can enhance employee commitment and encourage them to remain with the organization, ultimately fostering a more stable, productive, and harmonious work environment.

References

- Abdullah, S., & Azizan, S. (2022). The Influence of Corporate Culture on Organizational Commitment: Case Study of Semiconductor Organizations in Malaysia. *International Journal of Economics, Management, and Accounting*.
- Aboobaker, N., Edward, M., & K.A., Z. (2019). Workplace spirituality, employee wellbeing and intention to stay: A multi-group analysis of teachers' career choice. *International Journal of Educational Management*, 33(1), 28–44. <https://doi.org/10.1108/IJEM-02-2018-0049>
- Adams, R., & Smith, J. (2022). *Examining the relationship between person-organization fit and employee intention to stay: The mediating role of organizational commitment*.
- Ali, M. (2022). *The Effect of Person-Organization Fit and Person Job Fit on Employee Performance Through Organizational Commitment PT PLN (Persero) UIKL Sulawesi*. 1(2).
- Arachim, D. (2020). Pengaruh Budaya Organisasi terhadap Komitmen Organisasi: Studi pada Industri Manufaktur di Indonesia. *Psikoborneo: Jurnal Ilmiah Psikologi*, 6(1), 32–141.
- Azis, A., & Kusnafizal, T. (2024). Information and Communication Technology in the Learning Process. *JTP-Jurnal Teknologi Pendidikan*, 26(1), 158–170.
- Bagus Swastasi, R. I., & Sartika, D. (2021). Millennials' Intention to Stay: The Role of Person-Organization Fit and Job Satisfaction. *Jurnal Bisnis Dan Manajemen*, 22(2), 81–96. <https://doi.org/10.24198/jbm.v22i2.768>
- Blau, P. M. (1985). *The dynamics of bureaucracy: A study of interpersonal relations in two government agencies*. University of Chicago Press.

- Bloxsome, D., Glass, C., & Bayes, S. (2021). How is organisational fit addressed in Australian entry level midwifery job advertisements. *BMC Health Services Research*, 21(1), 183. <https://doi.org/10.1186/s12913-021-06169-x>
- Cameron, K. S., & Quinn, R. E. (2006). *Diagnosing and changing organizational culture: Based on the competing values framework* (2nd ed.). Jossey-Bass.
- Cameron, K. S., & Quinn, R. E. (2011). *Competing Values Framework: Creating Value in Organizations*. Edward Elgar Publishing.
- Chang, H.-P., Hsieh, C.-M., Lan, M.-Y., & Chen, H.-S. (2019). Examining the Moderating Effects of Work–Life Balance between Human Resource Practices and Intention to Stay. *Sustainability*, 11(17), 4585. <https://doi.org/10.3390/su11174585>
- Choi, A., & Hwang, J.-I. (2023). Effects of Job Embeddedness, Professional Self-concept, and Work-life Balance on Clinical Nurses' Intention to Stay. *Journal of Korean Academy of Nursing Administration*, 29(4), 353. <https://doi.org/10.1111/jkana.2023.29.4.353>
- Choi, D., Oh, I., & Colbert, A. (2015). "Understanding organizational commitment: A meta-analytic examination of the roles of the five-factor model of personality and culture." 100(5), 1542–1567.
- Christian, M., Yuniarto, Y., Wibowo, S., Yulita, H., Melati, R., & Perдини, F. T. (2023). Person-Organization Fit Terhadap Organizational Commitment dan Organizational Citizenship Behavior Pada Tenaga Kesehatan di Jakarta. *Jurnal E-Bis*, 7(1), 93–106. <https://doi.org/10.37339/e-bis.v7i1.1125>
- Dechawatanapaisal, D. (2019). Millennials' intention to stay and word-of-mouth referrals. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, 8(1), 60–78. <https://doi.org/10.1108/EBHRM-03-2019-0021>
- Denison, D. R., & Mishra, A. K. (1995). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2), 204–223. <https://doi.org/10.1287/orsc.6.2.204>
- Evan-Reber, K. (2021). How to meet Gen Z's workplace expectations. *Forbes*.
- Fauzan, A., Tupti, Z., Pasaribu, F., & Tanjung, H. (2023). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kinerja Pegawai dimediasi oleh Komitmen Organisasi. *Jesya*, 6(1), 517–534. <https://doi.org/10.36778/jesya.v6i1.978>
- Fayyazi, M., & Aslani, F. (2015). The Impact of Work-Life Balance on Employees' Job Satisfaction and Turnover Intention; the Moderating Role of Continuance Commitment. *International Letters of Social and Humanistic Sciences*, 51, 33–41. <https://doi.org/10.18052/www.scipress.com/ILSHS.51.33>
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456. <https://doi.org/10.1037/a0016737>
- Ghosh, P., Satyawadi, R., Prasad Joshi, J., & Shadman, Mohd. (2013). Who stays with you? Factors predicting employees' intention to stay. *International Journal of Organizational Analysis*, 21(3), 288–312. <https://doi.org/10.1108/IJOA-Sep-2011-0511>
- Ghozali, I., & Latan, H. (2015). *Partial Least Squares: Konsep, teknik, dan aplikasi menggunakan program SmartPLS 3.0* (Semarang). Universitas Diponegoro Semarang.
- Gregory, B. T., Harris, S. G., Armenakis, A. A., & Shook, C. L. (2009). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*, 62(7), 673–679. <https://doi.org/10.1016/j.jbusres.2008.05.021>
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium. *Journal of Management*,

- 26(3), 463–488.
- Haider, S. A., Akbar, A., Tehseen, S., Poulouva, P., & Jaleel, F. (2022). The impact of responsible leadership on knowledge sharing behavior through the mediating role of person–organization fit and moderating role of higher educational institute culture. *Journal of Innovation & Knowledge*, 7(4), 100265. <https://doi.org/10.1016/j.jik.2022.100265>
- Hasan, T., Jawaad, M., & Butt, I. (2021). The Influence of Person–Job Fit, Work–Life Balance, and Work Conditions on Organizational Commitment: Investigating the Mediation of Job Satisfaction in the Private Sector of the Emerging Market. *Sustainability*, 13(12), 6622. <https://doi.org/10.3390/su13126622>
- Hassan, S., & Shahbaz, M. (2020). *Examining the role of organizational culture on employees' intention to stay: The mediating role of organizational commitment*. <https://www.tandfonline.com/doi/full/10.1080/01608061.2020.1789223>
- Hayman, J. (2005). *Balance: Research and Practice in Human Resource Management*.
- Herrity, J. (2023). *8 Characteristics of generation Y in the workplace*.
- Hutagalung, I., Soelton, M., & Octaviani, A. (2020). The role of work life balance for organizational commitment. *Management Science Letters*, 3693–3700. <https://doi.org/10.5267/j.msl.2020.6.024>
- Islam, M. A., Jantan, A. H., Hashim, H., & Chong, C. W. (2022). Organisational culture and the millennials' intention to stay: The mediating role of leadership management practices. *International Journal of Business Excellence*, 26(4), 456. <https://doi.org/10.1504/IJBEX.2022.122745>
- Jayanti, H. D. (2022). Pengaruh Person-Organization Fit Terhadap Komitmen Organisasi. *Edu Consilium: Jurnal Bimbingan dan Konseling Pendidikan Islam*, 3(1), 79–88. <https://doi.org/10.19105/ec.v3i1.5406>
- Kakar, S. (2022). An Empirical Investigation of the Relationships between Person-Organisation Fit, Person-Job Fit, and Intention To Stay in the Context of Pakistan and HEIs. *Pakistan Social Sciences Review*, 6(II). [https://doi.org/10.35484/pssr.2022\(6-II\)66](https://doi.org/10.35484/pssr.2022(6-II)66)
- Kalliath, T., & Brough, P. (2008). Work–life balance: A review of the meaning of the balance construct. *Journal of Management & Organization*, 14(3), 323–327. <https://doi.org/10.5172/jmo.837.14.3.323>
- Kesumayani, H., Eliyana, A., Akbar, M., Sebayang, K. D., & Hamidah. (2020). *Boosting Organizational Commitment Through Visionary Leadership and Work Life Balance*. 11(9), 312–322. <https://doi.org/10.31838/srp.2020.9.48>
- Kristof, A. L. (1996). *Person-organization Fit: An Integrative Review of ITS Conceptualizations, Measurement, and Implications*. 49(1), 49.
- Kristof-Brown, A. L. (2007). Practical Propositions for Understanding Person-Organization Fit. In *The Handbook of Organizational Behavior* (pp. 63–80). Sage Publications.
- Li, X., & Wang, T. (2023). *Organizational culture and employee intention to stay: The mediating role of organizational commitment*. <https://link.springer.com/article/10.1007/s12061-023-09565-w>
- Mahfouz, S., Abd Halim, M. S., Bahkia, A. S., & Alias, N. (2022). The impact of organizational justice on intention to stay: The mediating role of organizational commitment. *Corporate Governance and Organizational Behavior Review*, 6(1), 139–149. <https://doi.org/10.22495/cgobrv6i1p10>
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538–551. <https://doi.org/10.1037/0021-9010.78.4.538>
- Monica, D. S., & Prasetyo, A. (2021). Pengaruh Kepuasan Kerja dan Kompensasi terhadap Intention to Stay dengan Komitmen Organisasi sebagai Variabel

- Intervening. *Jurnal Ilmiah Manajemen Kesatuan*, 9(2), 101–110. <https://doi.org/10.37641/jimkes.v9i2.553>
- Naveed, R. T., Alhaidan, H., Halbusi, H. A., & Al-Swidi, A. K. (2022). Do organizations really evolve? The critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance. *Journal of Innovation & Knowledge*, 7(2), 100178. <https://doi.org/10.1016/j.jik.2022.100178>
- Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An Investigation into the Antecedents of Organizational Citizenship Behaviors in a Personal Selling Context. *Journal of Marketing*, 61(3), 85–98. <https://doi.org/10.1177/002224299706100306>
- Nikmatul Azizah, Survival, & Mulyono. (2023). The Effect of Work-Life Balance On Organizational Commitment And Its Implications For Job Satisfaction: Study On Production Employees I PT. Batu Karang In Malang. *Conference on Economic and Business Innovation (CEBI)*, 474–484. <https://doi.org/10.31328/cebi.v3i1.375>
- Noviaristanti, S. (2022). *Contemporary Research on Business and Management: Proceedings of the International Seminar of Contemporary Research on Business and Management (ISCRBM 2020)*, 25-27 November 2020, Surabaya, Indonesia. Taylor & Francis.
- Nugroho, N., Hutabarat, F. A. M., & Ciamas, E. S. (2021). *Motivasi Kerja dan Budaya Organisasi Komitmen Organisasi*.
- Öztuna, Ö., & Bayraktar, O. (2024). The mediating role of organizational culture in the effect of VUCA on intention to stay at work. *Journal of Infrastructure, Policy and Development*, 8(14), 8951. <https://doi.org/10.24294/jipd8951>
- Porter, L. W., Steers, L. M., Mowday, R. T., & Boulian, P. V. (1974). *Organizational commitment, job satisfaction, and turnover among psychiatric technicians*. 59(5), 603–609.
- Prayuda, R. Z. (2023). Peran Budaya Organisasi, Motivasi Kerja Terhadap Organizational Citizenship Behaviour Melalui Mediasi Komitmen Organisasi pada BUMD. *Journal of Industrial Engineering*, 4(5). <https://doi.org/10.7777/jiemar>
- Pundhiarto, R., & Hidajat, T. (2021). Pengaruh Reward Financial dan Budaya Organisasi Terhadap Kinerja Karyawan dengan Intention to Stay sebagai Variabel Intervening. (Studi Kasus pada Karyawan PT. Bank Pembangunan Daerah Jawa Tengah Cabang Pemalang beserta Cabang Pembantunya). *Jurnal STIE Bank Jateng*.
- Putri, R. A. R., & Parmin, P. (2022). Pengaruh Person Job Fit, Person Organization Fit Terhadap Komitmen Organisasi dengan Job Satisfaction sebagai Variabel Intervening: Studi pada Karyawan Non PNS Kantor Samsat Kebumen. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis dan Akuntansi (JIMMBA)*, 4(5), 597–612. <https://doi.org/10.32639/jimmmba.v4i5.155>
- Radite, R. J. (2020). *Pengaruh Person-Organization Fit, Employee Compensation, dan Affective Commitment Terhadap Intention to Stay*.
- Rai, A., & Nandy, B. (2021). Employer brand to leverage employees' intention to stay through sequential mediation model: Evidence from Indian power sector. *International Journal of Energy Sector Management*, 15(3), 551–565. <https://doi.org/10.1108/IJESM-10-2019-0024>
- Setiawati, I., Wardani, S., & Lestari, W. (2024). Development of Wordwall-based Indonesian Geographical Condition Assessment Instrument in Modipaskogo E-Book for Elementary School Students. *Riwayat: Educational Journal of History and Humanities*, 7(1), 48–65.
- Rezeki, F. (2023). Work Attachment as Intervening Transformational Leadership and Work-Life Balance to Intention to Stay in Millennial Generation in Automotive Company. *International Journal of Social Science and Business*,

- 7(2), 476–482. <https://doi.org/10.23887/ijssb.v7i2.57642>
- Robbins, S. P., & Judge, T. A. (2015). *Organizational Behavior* (16th Global Edition). Pearson.
- Rohmatiah, A., Widodo, M., & Mutmainah, M. (2023). Dampak Work-Life Balance Karyawan Terhadap Kinerja Melalui Organizational Citizenship Behavior. *Jurnal Manajerial*, 10(02), 215. <https://doi.org/10.30587/jurnalmanajerial.v10i02.5453>
- Rombaut, E., & Guerry, M.-A. (2020). The effectiveness of employee retention through an uplift modeling approach. *International Journal of Manpower*, 41(8), 1199–1220. <https://doi.org/10.1108/IJM-04-2019-0184>
- Romulo, C. S., & Dalimunthe, Z. (2024). Effect of related party transaction and tax haven utilization on tax avoidance moderated by Country-by-Country reporting. *Riwayat: Educational Journal of History and Humanities*, 7(1), 26–40.
- Saraswati, R., Hidayat, N., & Wolor, C. W. (2023). Faktor-Faktor yang Memengaruhi Intention to Stay pada Perusahaan Swasta di Jakarta. *Jurnal Bisnis, Manajemen, dan Keuangan*, 4(1), 214–236. <https://doi.org/10.21009/jbmk.0401.16>
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial Least Squares Structural Equation Modeling. In C. Homburg, M. Klarmann, & A. E. Vomberg (Eds.), *Handbook of Market Research* (pp. 1–47). Springer International Publishing. https://doi.org/10.1007/978-3-319-05542-8_15-2
- Sekaran, U., & Bougie, R. (2017). *Metode Penelitian untuk Bisnis*. Salemba Empat.
- Silva, I., Dias, Á., & F. Pereira, L. (2023). Determinants of employee intention to stay: A generational multigroup analysis. *International Journal of Organizational Analysis*, 32(8), 1389–1418. <https://doi.org/10.1108/IJOA-06-2023-3796>
- Sriram, K. V., Drisya, R., & Giridhar, K. (2022). Does Work Environment & Work-Life Balance Influence Women Employees' Intention to Stay? *Studies in Business and Economics*, 17(2), 239–251. <https://doi.org/10.2478/sbe-2022-0036>
- Sudibjo, N., & Suwarli, M. B. N. (2020). Job Embeddedness and Job Satisfaction as a Mediator between Work-Life Balance and Intention to Stay. *International Journal of Innovation*, 11(8).
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Utarayana, I. G., & Dewi Adnyani, I. G. A. (2020). Pengaruh Budaya Organisasi, Motivasi Kerja, dan Kepemimpinan Transformasional Terhadap Komitmen Organisasional. *E-Jurnal Manajemen Universitas Udayana*, 9(1), 344. <https://doi.org/10.24843/EJMUNUD.2020.v09.i01.p18>
- Van Vianen, A. E. M. (2018). Person–Environment Fit: A Review of Its Basic Tenets. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 75–101. <https://doi.org/10.1146/annurev-orgpsych-032117-104702>
- Wahyanto, T., Supriyanto, S., Damayanti, N. A., Hartini, S., & Lestari, R. (2020). People Equity Model as An Effort to Increase Employees' Intention to Stay. *Journal of Public Health Research*, 9(2), jphr.2020.1843. <https://doi.org/10.4081/jphr.2020.1843>
- Waruwu, A. P. (2024). *Pengaruh Organizational Culture, Career Development, Reward and Recognition, dan Work Engagement Terhadap Intention to Stay*. 5(8).
- Widyawati, F. (2013). *Pengaruh Keadilan Distributif dan Career Plateau terhadap Kepuasan Kerja serta Dampaknya pada Intention to Stay*. <https://doi.org/10.1080/00033799300200371>
- Wildan Firdausi, I. (2024). *Culture, dan Organizational Commitment Terhadap Intention to Stay pada Karyawan Perusahaan Start Up Edukasi di Jakarta Barat*. Zenodo. <https://doi.org/10.5281/ZENODO.13834281>