

# The Influence of Compensation, Workload, and Work-Life Balance on Work Loyalty with Job Satisfaction as a Mediator: Evidence from the Public Service Sector Using PLS-SEM

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## ABSTRACT

**Background.** This study examines the influence of compensation, workload, and work-life balance on employees' work loyalty, with job satisfaction as a mediating variable.

**Methods.** Using a quantitative approach, data were collected through a 4-point Likert scale survey of employees at the Central Bureau of Statistics in West Java Province in 2025, analyzed using a two-stage Partial Least Squares Structural Equation Modeling (PLS-SEM) technique.

**Results.** The findings reveal that workload uniquely plays both a direct and indirect role in influencing work loyalty through job satisfaction, whereas compensation and work-life balance show no significant direct effects. This research offers novelty by applying a two-stage PLS-SEM mediation analysis in the context of Indonesia's public sector, where empirical evidence on employee loyalty determinants remains limited.

**Conclusion.** Theoretically, this study expands the understanding of job satisfaction as a partial mediator in loyalty formation. Practically, the findings suggest that managing workload fairness can be a more effective strategy for enhancing loyalty among public employees than solely focusing on compensation or work-life initiatives.

## 1. INTRODUCTION

Organizational sustainability is strongly influenced by the ability to retain competent and loyal employees (Bruwer & Coetzee, 2016). In government institutions such as the Central Bureau of Statistics (BPS) of West Java Province, employee loyalty is a strategic asset that supports consistent public service delivery, institutional credibility, and overall performance. Loyal employees not only show dedication and long-term commitment, but also internalize the values and goals of the organization (Bruwer & Coetzee, 2016). In the public sector context, loyalty is often influenced by structural and bureaucratic characteristics that differ from private organizations, creating unique challenges for human resource management.

In today's dynamic work environment, various factors contribute to employee loyalty (R. Satish et al., 2023). Rising expectations, the increasing complexity of tasks, and the demand for flexibility have made it essential for organizations to understand what drives employees to

remain committed. Among the many variables that influence work loyalty, compensation, workload, and work-life balance are widely regarded as crucially (Benn et al., 2018).

Work loyalty refers to an employee's psychological attachment, willingness to contribute, and intention to stay in the organization. It is not merely defined by the length of service, but also by the quality of involvement and alignment with organizational objectives (Brimelow et al., 2023). However, loyalty does not emerge automatically it is shaped by internal organizational practices and employees' perceptions of fairness, support, and satisfaction (Gu et al., 2020).

Compensation serves as a tangible recognition of employee efforts (Wang et al., 2020). When perceived as fair, it motivates employees and affirms their value within the organization. Workload, meanwhile, relates to the scope and intensity of tasks assigned. If well-managed, workload can promote productivity and engagement; but if excessive, it may lead to stress, fatigue, and turnover intention. Work-life balance reflects the equilibrium between work responsibilities and personal life, and its absence often causes dissatisfaction and disengagement (Firdi et al., 2023). From the perspective of the Job Demand–Resource (JD-R) Model, workload can be viewed as a “job demand,” while compensation and work-life balance represent “resources” that buffer strain and enhance motivation (Bakker & Demerouti, 2007). This theoretical framework provides a foundation for understanding how these factors jointly influence satisfaction and loyalty.

While these variables have been widely researched, their combined effects particularly when mediated by job satisfaction remain less explored in public institutions. Job satisfaction acts as a psychological bridge that links organizational conditions with behavioral outcomes like loyalty. When employees are satisfied with their work environment, leadership, rewards, and workload, they are more likely to stay and contribute positively (Li et al., 2018).

To analyze these complex relationships, this study applies Partial Least Squares Structural Equation Modeling (PLS-SEM). This method is suitable for testing both direct and indirect effects in models with latent variables (Tang & Goh, 2023). The analysis is conducted in two stages: the first explores direct relationships between the three predictors and work loyalty, and the second adds job satisfaction as a mediating variable, allowing for a more nuanced understanding of the pathways involved.

Despite increasing attention to employee satisfaction and loyalty in the public sector, limited research has examined how organizational factors such as compensation, workload, and work-life balance shape these outcomes in government institutions. Within the BPS of West Java Province, initial observations have revealed emerging concerns regarding disparities in compensation, rising workloads, and limited support for work-life balance. This empirical context provides a relevant setting to test these theoretical assumptions, as BPS operates under

standardized compensation schemes and strict performance demands that may alter the dynamics between satisfaction and loyalty.

Therefore, this study addresses the gap by integrating the JD-R Model and Social Exchange Theory to explain how compensation, workload, and work-life balance influence employee loyalty through job satisfaction in the public sector context. Unlike most previous studies that examine these organizational factors independently or focus solely on direct effects, this study offers a more comprehensive model by analyzing both direct and indirect pathways using PLS-SEM. The inclusion of job satisfaction as a mediating variable allows for a deeper understanding of the psychological mechanisms through which organizational conditions influence employee loyalty. Moreover, this research provides context-specific insights from a government institution, where structural constraints such as fixed compensation schemes and limited flexibility may yield different behavioral dynamics compared to private-sector environments.

### **1.1. Compensation and Job Satisfaction**

Compensation is one of the most visible expressions of how an organization values its employees. It includes both monetary rewards and non-monetary benefits. In many public institutions, where compensation is often standardized, employee perceptions of fairness and adequacy are critical (Wang et al., 2020). Employees who perceive their compensation as fair and aligned with their responsibilities tend to feel more satisfied with their job. Conversely, dissatisfaction often arises when employees feel that their effort is not reciprocated appropriately. Thus, compensation can be a strong predictor of job satisfaction, not merely through its material value but through the psychological signal of appreciation and fairness. Compensation is one of the main factors in creating job satisfaction. Employees who feel they get fair compensation and their job responsibilities tend to feel valued and motivated (Riana et al., 2017). This has a direct impact on higher job satisfaction. Research by (Gilman et al., 2023) shows that compensation has a significant effect on job satisfaction, these findings support the use of compensation variables as one of the important factors in increasing job satisfaction in an organization.

**H<sub>1</sub>:** Compensation has a positive and significant effect on Job Satisfaction in Central Bureau of Statistics

### **1.2. Workload and Job Satisfaction**

Workload refers to the amount and complexity of tasks assigned to employees. While a reasonable workload can stimulate engagement and productivity, excessive demands may lead to stress, burnout, and dissatisfaction (Azis et al., 2023). The perceived fairness and manageability of workload strongly influence how employees evaluate their work experience. If the workload is consistently high without sufficient support or time allocation, job satisfaction

may decrease. On the other hand, employees who experience a balanced and structured workload often report higher satisfaction levels. Therefore, workload serves as both a psychological and functional determinant of satisfaction. Workload that is too heavy can reduce employee job satisfaction because it causes stress and fatigue. Conversely, workloads that are in accordance with the abilities and capacities of employees can provide a sense of achievement and optimal productivity (Wulandari & Sudarma, 2017). Research conducted by (Safitri & Astutik, 2019), using the method used is multiple regression in the influence of workload on job satisfaction. The results showed that the workload variable had a negative and significant effect on job satisfaction. These findings support the use of workload variables as one of the important factors in job satisfaction in an organization.

**H<sub>2</sub>:** Workload has a positive and significant effect on Job Satisfaction in Central Bureau of Statistics

### **1.3. Work-Life Balance and Job Satisfaction**

Work-life balance refers to the ability of individuals to effectively manage their professional and personal responsibilities. It is increasingly recognized as a crucial factor in maintaining employee well-being (Stankevičiūtė & Kunskaia, 2022). When organizations provide flexibility, time-off policies, and respect for personal boundaries, employees are more likely to feel that their needs are acknowledged. This directly enhances job satisfaction. In contrast, poor work-life balance can lead to emotional exhaustion and dissatisfaction, even if other aspects such as compensation are adequate. Thus, work-life balance contributes to satisfaction by promoting a sense of control, autonomy, and well-being (Aloulou et al., 2023). A good work-life balance gives employees the space to fulfill personal and professional needs in a balanced manner. When organizations support the balance between employees' work and personal lives, employees will feel valued, which in turn increases job satisfaction (Shabrina & Ratnaningsih, 2019). Research conducted by (Maharani et al., 2023) in the influence of work-life balance on job satisfaction in employees. The results showed that the work-life balance variable had a significant effect on job satisfaction. These findings support the use of work-life balance variables as an important factor in job satisfaction in an organization.

**H<sub>3</sub>:** Work-Life Balance has a positive and significant effect on Job Satisfaction in Central Bureau of Statistics

### **1.4. Job Satisfaction and Work Loyalty**

Job satisfaction is not only a product of organizational practices but also a determinant of how employees behave toward their organization (Ngirande, 2021). Satisfied employees are more likely to exhibit loyalty defined as a strong emotional bond, willingness to stay, and consistent contribution to organizational goals. High levels of job satisfaction reduce the likelihood of turnover, increase engagement, and foster positive workplace culture. It serves

as a foundation for long-term organizational commitment, making it a key predictor of work loyalty across sectors. High job satisfaction contributes directly to increased employee loyalty (Fleming et al., 2022). Employees who are satisfied with aspects of their work, such as the work environment, relationships with superiors, and recognition of their performance, are more likely to show loyalty to the organization and are motivated to contribute more in achieving organizational goals (Sukma & Puspitadewi, 2022). Research conducted by (Atmaja & Lestari, 2020) The Effect of Work-Life Balance and Job Satisfaction on Employee Job Loyalty at the Denpasar City Social Service. The results showed that work-life balance and job satisfaction variables had a significant effect on job loyalty. These findings support the use of job satisfaction variables as an important factor in increasing workforce loyalty in an organization.

**H<sub>7</sub>:** Job Satisfaction has a positive and significant effect on Work Loyalty in Central Bureau of Statistics

### **1.5. Compensation and Work Loyalty Mediated by Job Satisfaction**

Although compensation may not always directly influence loyalty, it may affect it indirectly through job satisfaction. Employees who perceive their compensation as fair tend to be more satisfied, and this satisfaction, in turn, drives loyalty (Shrestha, 2023). In this model, job satisfaction acts as a mediating variable that explains how and why compensation affects loyalty. This path suggests that simply improving compensation is insufficient without also addressing how it impacts satisfaction. Employees who feel valued through a fair compensation system tend to have high loyalty to the organization. Competitive compensation can increase employee motivation and attachment to the organization (Sesilia et al., 2015). Research conducted by (Putra & Sriathi, 2018) used multiple regression methods in the influence of work environment, work stress and compensation on employee loyalty. The results showed that the work environment and compensation variables had a positive and significant effect on employee loyalty. These findings support the use of compensation variables as one of the important factors in increasing workforce loyalty in an organization.

**H<sub>4</sub>:** Job Satisfaction mediates the relationship between Compensation and Work Loyalty in the Central Bureau of Statistics

### **1.6. Workload and Work Loyalty Mediated by Job Satisfaction**

Workload has both direct and indirect implications for employee loyalty. While a heavy workload may reduce loyalty due to stress and fatigue, its impact is often channeled through job satisfaction. When employees perceive their workload as overwhelming, it reduces satisfaction, which then diminishes their loyalty. Therefore, improving workload distribution and support systems is crucial not only for satisfaction but also for long-term retention. Excessive workload can lead to stress, fatigue, and decreased job loyalty. Conversely, a balanced workload allows employees to work optimally without experiencing burnout (Lisa and Dwiyantri,

2022). Research conducted by Wardani and Indriati (2023) in the Effect of Workload, Work Discipline, and Work Environment on Employee Loyalty in the Production Section. The results showed that workload variables, work discipline, and work environment had a significant effect on job loyalty. These findings support the use of workload variables as one of the important factors in increasing workforce loyalty in an organization.

**H<sub>5</sub>:** Job Satisfaction mediates the relationship between Workload and Work Loyalty in Central Bureau of Statistics

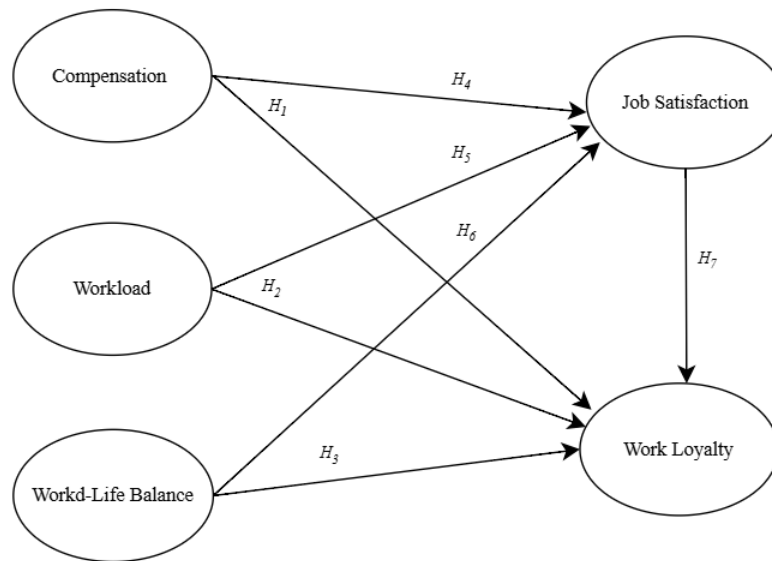
### **1.7. Work-Life Balance and Work Loyalty Mediated by Job Satisfaction**

Work-life balance contributes to loyalty primarily through its effect on job satisfaction. Employees who experience good balance between personal and professional life tend to report higher satisfaction, which subsequently fosters a stronger connection to the organization (Zahoor et al., 2021). Thus, the relationship between work-life balance and loyalty is largely indirect, relying on the mediating power of satisfaction to convert personal well-being into organizational commitment. Employees who are able to balance work and personal life are more likely to remain loyal to the organization (Amin, 2022). Policies that support work-life balance can improve employee welfare and reduce turnover intention (Esha, 2022). Research conducted by (Atmaja & Lestari, 2020), The Effect of Work-Life Balance and Job Satisfaction on Employee Job Loyalty at the Denpasar City Social Service. The results showed that work-life balance and job satisfaction variables had a significant effect on job loyalty. These findings support the use of work-life balance variables as an important factor in increasing workforce loyalty in an organization (Umma & Zahana, 2021).

**H<sub>6</sub>:** Job Satisfaction mediates the relationship between Work-Life Balance and Work Loyalty in the Central Bureau of Statistics

### **1.8. Job Satisfaction as a Mediator**

Job satisfaction can be a mediating factor that strengthens or weakens the impact of Human Resource Management (HRM) factors on job loyalty (Bulińska-Stangrecka & Bagieńska, 2021). Employees who feel satisfied with their jobs are more likely to have a positive attitude towards the organization and show long-term commitment (Saklit, 2017). Research conducted by (Farha et al., 2018) shows that job satisfaction acts as a mediating variable in the relationship between work-life balance and organizational commitment. In his research, job satisfaction is proven to be able to strengthen the positive influence of HRM factors on job loyalty. Studies conducted by (Kurniawan & Bintoro, 2021) show that employees who are satisfied with their jobs are more likely to stay in the organization and have higher levels of engagement.



**Figure 1.** Research Framework

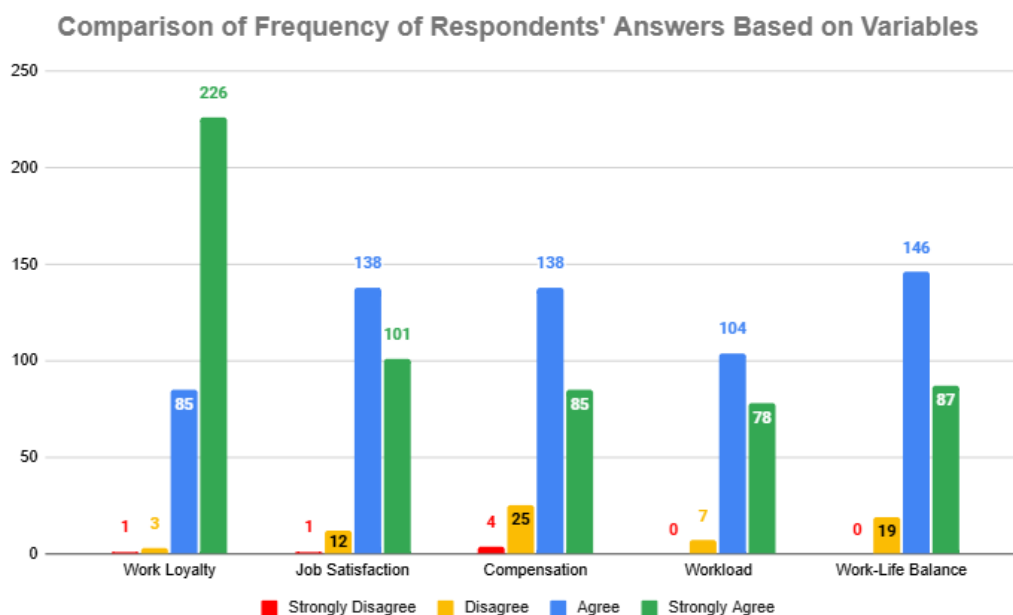
## 2. METHODS

This research employs a quantitative approach with an explanatory design, aiming to test the causal relationships between compensation, workload, work-life balance, job satisfaction, and work loyalty (Basem et al., 2022). The study focuses on employees at the BPS of West Java Province as the unit of analysis. Data were collected through a structured survey instrument in the form of a Likert-scale questionnaire distributed to respondents during early 2025. The population consists of all permanent and contract employees at BPS West Java Province. A simple random sampling technique was used to ensure representativeness and reduce selection bias. The final sample comprised 63 respondents, which meets the minimum requirement for analysis using PLS-SEM (Sarstedt et al., 2021). Although the sample size of 63 may appear modest, it is considered acceptable for PLS-SEM analysis based on methodological guidelines. According to the "10-times rule" (Sarstedt et al., 2021), the minimum required sample size should be at least ten times the maximum number of structural paths directed at any endogenous construct. In this model, the endogenous construct (*Work Loyalty*) receives three direct paths, implying a minimum requirement of 30 observations. Therefore, the collected sample of 63 respondents satisfies this criterion. This method is chosen due to its robustness in handling small to medium sample sizes and its capability to model complex relationships between latent variables. The research instrument consisted of six main constructs: compensation, workload, work-life balance, job satisfaction, and work loyalty. Each construct was measured using indicators adapted from previous validated studies, and assessed using a four-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (4). The analysis was conducted using the PLS-SEM approach in two stages. In the first stage, the model tested the direct effects of compensation, workload, and work-life balance on work

loyalty. In the second stage, job satisfaction was introduced as a mediating variable to observe its indirect effects. The evaluation of the measurement model involved testing convergent validity, discriminant validity, and reliability using loading factors, AVE (Average Variance Extracted), and composite reliability (CR). Meanwhile, the structural model was assessed using path coefficients, t-statistics, and indirect effect analysis via bootstrapping. Ethical considerations were also taken into account. Respondents were informed about the purpose of the study, their participation was voluntary, and anonymity and confidentiality were strictly maintained throughout the data collection process.

### 3. RESULTS AND DISCUSSION

Descriptive analysis was conducted to provide an overview of respondents' perceptions of each variable in this study. This analysis was carried out based on the frequency of respondents' answers to statements representing each construct, namely compensation, workload, work-life balance, job satisfaction, and job loyalty. The data were analyzed based on a four-point Likert scale consisting of strongly disagree, disagree, agree, and strongly agree. The following is a comparison diagram of the frequency of respondents' answers based on each variable displayed in Figure 2:



**Figure 2.** Frequency bar diagram of respondents' answers based on variables

Based on Figure 2, the majority of respondents showed a positive attitude towards all research variables. For the work loyalty variable, 226 respondents strongly agreed and 85 respondents agreed, reflecting a very high level of loyalty in the work environment of BPS West Java Province. The same can be seen in the job satisfaction variable with the dominance of agreed responses as many as 138 respondents and strongly agreed as many as 101 respondents, indicating that most employees are satisfied with their jobs. Only a few



respondents chose the category of disagree or strongly disagree, both on variable and other variables. In the compensation and work-life balance variables, respondents also gave many positive responses, although there were still a small number who chose to disagree. As for the workload variable, respondents' perceptions tended to be positive, with the majority answering agree or strongly agree and no one expressing extreme disagreement. In general, these results reflect that working conditions at BPS West Java Province have been assessed quite well by employees, both in terms of workload, life balance, and compensation system, which contribute to job satisfaction and loyalty. It is important to note that Partial Least Squares Structural Equation Modeling (PLS-SEM) focuses on maximizing the explained variance of endogenous constructs rather than assessing overall model fit, which distinguishes it from covariance-based SEM. Therefore, indices such as SRMR and NFI are not mandatory for PLS-SEM, and model evaluation relies primarily on composite reliability, AVE, path coefficients, and  $R^2$  values (Sarstedt et al., 2021).

### 3.1 First Stage of the PLS-SEM analysis

The results of the PLS-SEM analysis were presented in two stages: without and with the inclusion of the mediating variable. This section discusses the outcomes from both stages and interprets their implications based on the structural path coefficients and significance levels.

**Table 1.** First Stage of Factor Loadings, Reliability and Validity Test

Construct	Item	Loading Factor	Composite Reliability	AVE
Compensation	$x_{1,1}$	0.899	0.902	0.697
	$x_{1,2}$	0.860		
	$x_{1,3}$	0.819		
	$x_{1,4}$	0.756		
Workload	$x_{2,1}$	0.909	0.918	0.790
	$x_{2,2}$	0.846		
	$x_{2,3}$	0.910		
Work-Life Balance	$x_{3,1}$	0.839	0.908	0.710
	$x_{3,2}$	0.830		
	$x_{3,3}$	0.863		
	$x_{3,4}$	0.839		
Work Loyalty	$y_{1,1}$	0.602	0.878	0.593
	$y_{1,2}$	0.843		
	$y_{1,3}$	0.791		
	$y_{1,4}$	0.804		
	$y_{1,5}$	0.789		

To assess the reliability and validity of the measurement model, several statistical criteria were evaluated, including loading factor, composite reliability (CR), and average variance extracted (AVE). All constructs demonstrated adequate convergent validity, as reflected in their factor loadings, most of which exceeded the recommended threshold of 0.7. For instance, the loading factors for the compensation construct ranged from 0.756 to 0.899, while

workload items ranged between 0.846 and 0.910, indicating that each item significantly contributes to its respective latent variable. Overall construct still met the acceptable CR and AVE standards. In terms of internal consistency, all constructs achieved CR values above 0.7, with compensation at 0.902, workload at 0.918, and work-life balance at 0.908. This demonstrates that the items within each construct are highly consistent in measuring the same underlying concept. Additionally, the AVE values for all constructs were greater than 0.5, supporting the presence of sufficient variance captured by the latent constructs compared to the variance due to measurement error. Based on these results, the measurement model in this study is considered both reliable and valid, confirming that the observed indicators adequately represent their respective constructs and are suitable for further structural model analysis.

**Table 2.** First Stage of Discriminant Validity (Fornell Larcker Criterion)

<b>Construct</b>	<b>Work Loyalty</b>	<b>Compensation</b>	<b>Workload</b>	<b>Work-Life Balance</b>
Work Loyalty	0.770			
Compensation	0.536	0.835		
Workload	0.632	0.794	0.889	
Work-Life Balance	0.490	0.668	0.729	0.843

Discriminant validity was evaluated using the Fornell-Larcker criterion. The results indicate that the square root of AVE for each construct (diagonal values) is higher than its correlations with other constructs (off-diagonal values). For instance, the square root of AVE for workload is 0.889, which exceeds its correlations with compensation (0.794), work-life balance (0.729), and work loyalty (0.632). This confirms that each construct is conceptually distinct and not highly overlapping with others. Therefore, the model meets the requirement for discriminant validity.

To ensure more convincing results, hypothesis testing will be carried out to analyze the influence and relationship between exogenous latent variables and endogenous latent variables. At this stage, three hypotheses will be tested. In this testing process, PLS uses the bootstrapping method to calculate the t-statistic value, which is then compared with the reference value in Table 3 to determine the level of significance. The tested hypotheses are presented in the following table.

**Table 3.** First Stage of Hypothesis Testing Results

<b>Variable</b>	<b>Path Coefficient</b>	<b>t-Statistics</b>	<b>p-value</b>
Compensation → Work Loyalty	0.079	0.480	0.631
Workload → Work Loyalty	0.535	2.961	0.003
Work-Life Balance → Work Loyalty	0.048	0.326	0.745

The first stage of hypothesis testing evaluated the direct effects of compensation, workload, and work-life balance on work loyalty. The results indicate that only workload had a significant positive effect on work loyalty, with a path coefficient of 0.535, t-statistic of 2.961, and p-value = 0.003 ( $< 0.05$ ). This suggests that higher workload when perceived positively can directly increase employee loyalty. In contrast, the effect of compensation on work loyalty was not significant, with a path coefficient of 0.079,  $t = 0.480$ , and  $p = 0.631$ . Similarly, work-life balance also showed no significant effect on work loyalty, as reflected by its path coefficient of 0.048,  $t = 0.326$ , and  $p = 0.745$ . These findings imply that in the context of BPS West Java Province, workload is the only variable that directly influences loyalty, while compensation and work-life balance may require further examination through indirect pathways, such as mediation by job satisfaction. These findings indicate that workload remains a key determinant of loyalty in this context. From the perspective of the Job Demand-Resource (JD-R) Model (Bakker & Demerouti, 2007), workload represents a job demand that can either challenge or strain employees depending on its manageability. When employees perceive their workload as fair and achievable, it can stimulate engagement and loyalty. Conversely, compensation and work-life balance did not show significant direct effects. This may be explained through the Social Exchange Theory (Blau, 2017), which suggests that employees' loyalty responses depend on perceived reciprocity. In government institutions such as BPS, compensation structures are standardized and not performance-based, limiting their motivational influence. Similarly, work-life balance initiatives in bureaucratic settings tend to be less flexible, reducing their perceived value as exchangeable resources that foster loyalty.

Based on these results, only workload proceeds to the second stage of analysis involving the mediating variable job satisfaction, while compensation and work-life balance are tested solely for their indirect influence on work loyalty through mediation paths.

### **3.2 Second Stage of the PLS-SEM analysis**

In the second stage of the PLS-SEM analysis, the focus was placed on testing the mediating effect of job satisfaction in the relationship between workload and work loyalty. This stage was conducted only for the workload variable, as it was the only predictor found to have a significant direct effect on work loyalty in the first stage. By introducing job satisfaction as a mediator, this stage aims to determine whether workload also influences loyalty indirectly through its effect on employees' affective evaluation of their job. Prior to testing the structural mediation model, the reliability and validity of the job satisfaction construct were assessed to ensure that the extended model meets the required measurement standards.

**Table 4.** Second Stage of Factor Loadings, Reliability and Validity Test

Construct	Item	Loading Factor	Composite Reliability	AVE
Workload	$x_{2,1}$	0.906	0.919	0.790
	$x_{2,2}$	0.855		
	$x_{2,3}$	0.905		
Job Satisfaction	$m_{1,1}$	0.705	0.865	0.616
	$m_{1,2}$	0.839		
	$m_{1,3}$	0.823		
	$m_{1,4}$	0.767		
Work Loyalty	$y_{1,1}$	0.621	0.878	0.593
	$y_{1,2}$	0.834		
	$y_{1,3}$	0.792		
	$y_{1,4}$	0.809		
	$y_{1,5}$	0.777		

The reliability and validity of the measurement model in the second stage were evaluated using loading factors, composite reliability (CR), and average variance extracted (AVE). All constructs demonstrated adequate convergent validity, as most item loadings exceeded the threshold of 0.7. For example, the job satisfaction construct had loadings ranging from 0.705 to 0.839, while workload indicators ranged from 0.835 to 0.906, indicating that each item effectively represents its latent variable. In terms of internal consistency, the CR values for all constructs exceeded 0.7, while AVE values were also above 0.5 confirming that the constructs possess acceptable reliability and convergent validity. Thus, the measurement model used in the second stage is deemed reliable and valid for testing the mediating effect of job satisfaction.

**Table 5.** Second Stage of Discriminant Validity (Fornell Larcker Criterion)

Construct	Job Satisfaction	Work Loyalty	Workload
Job Satisfaction	0.785		
Work Loyalty	0.633	0.770	
Workload	0.757	0.630	0.889

Discriminant validity in the second stage was assessed using the Fornell-Larcker criterion, where the square root of the AVE for each construct (diagonal values) must be greater than the construct's correlations with other variables (off-diagonal values). The results showed that job satisfaction had a square root of AVE value of 0.785, which exceeded its correlations with work loyalty (0.633) and workload (0.757). Likewise, workload had the highest value on its row and column (0.889), and work loyalty had a diagonal value of 0.770, also greater than its inter-construct correlations. These results confirm that each construct is empirically distinct and that the model fulfills the criteria for discriminant validity in the second stage.

**Table 6.** Second Stage of Hypothesis Testing Results

<b>Variable</b>	<b>Path Coefficient</b>	<b>t-Statistics</b>	<b>p-value</b>
Workload → Job Satisfaction	0.757	13.554	0.000
Workload → Work Loyalty	0.352	2.682	0.007
Job Satisfaction → Work Loyalty	0.366	2.969	0.003

The second stage of hypothesis testing analyzed the mediating role of job satisfaction in the relationship between workload and work loyalty. The results show that workload has a significant positive effect on job satisfaction, with a path coefficient of 0.757,  $t$ -statistic = 13.554, and  $p$ -value = 0.000. This indicates that a well-managed workload contributes substantially to increased job satisfaction among employees. Furthermore, job satisfaction significantly influences work loyalty, as shown by a path coefficient of 0.366,  $t$  = 2.969, and  $p$  = 0.003. This supports the notion that satisfied employees are more likely to remain loyal and committed to the organization.

**Table 7.** Indirect Effect

<b>Variable</b>	<b>Specific Indirect Effect</b>	<b>t-Statistics</b>	<b>p-value</b>
Workload → Job Satisfaction → Work Loyalty	0.277	2.803	0.005

The analysis of the specific indirect effect confirmed that job satisfaction significantly mediates the relationship between workload and work loyalty. The indirect effect value was 0.277, with a  $t$ -statistic of 2.803 and a  $p$ -value of 0.005 ( $< 0.05$ ), indicating that the mediation effect is statistically significant.

The findings of this study highlight the complex and interrelated dynamics between organizational factors particularly workload and employee work loyalty, with job satisfaction acting as a partial mediator. In the first stage of analysis, only workload demonstrated a significant direct influence on work loyalty, while compensation and work-life balance did not show significant direct effects. This indicates that, in the context of BPS West Java Province, how employees perceive their workload is a major determinant of their loyalty to the organization. These results align with recent findings from (Prabowo et al., 2025), who reported that workload exerts both direct and indirect influence on employee loyalty through job satisfaction in a hospitality setting. By contrast, compensation and work-life balance primarily impact loyalty indirectly, mediated by job satisfaction, as supported by studies in healthcare and education sectors. This underscores the central role of workload management and its psychological impact on employee satisfaction and commitment, especially in structured public-sector environments.

The second stage of the analysis further revealed that workload significantly influences job satisfaction, and job satisfaction in turn significantly influences work loyalty. This aligns with the meta-analysis by (Wulansari et al., 2023), which found that high workload significantly

reduces job satisfaction ( $p = 0.03$ ) in healthcare professionals across multiple countries. The indirect effect of workload on loyalty through job satisfaction was statistically significant, while the direct effect of workload on loyalty remained significant. These results confirm that job satisfaction partially mediates the relationship between workload and work loyalty.

This means that when employees experience a well-managed and appropriate workload, it contributes to greater job satisfaction, which then encourages them to stay loyal and committed to the organization. However, the presence of a direct effect also shows that workload alone—without necessarily increasing satisfaction—can still influence loyalty, although to a lesser extent.

These findings align with research by (Hakim, S., 2023), which found that workload significantly affects employee loyalty both directly and indirectly through job satisfaction in a national Islamic banking context. Similarly, (Prabowo et al., 2025) reported that job satisfaction partially mediates the relationship between workload and loyalty among hotel employees in Semarang, emphasizing the psychological impact of perceived workload on long-term organizational commitment.

Theoretically, these findings contribute to the understanding of employee loyalty in the public sector by integrating the JD-R Model and Social Exchange Theory, demonstrating that perceived workload functions both as a job demand and as a motivational challenge influencing loyalty through satisfaction. Practically, the findings suggest that organizational efforts to enhance loyalty should emphasize workload management and fairness rather than solely focusing on financial rewards or work-life initiatives. Ensuring reasonable task distribution, recognition mechanisms, and supportive supervision can strengthen both satisfaction and long-term commitment among civil servants.

Overall, the results reinforce the importance of managing employee workload not only as a matter of operational efficiency but also as a strategic approach to promoting job satisfaction and fostering loyalty. Rather than relying solely on financial compensation or work-life balance initiatives, organizations should prioritize building supportive work systems that empower employees and enhance satisfaction as a foundation for sustainable loyalty.

#### **4. CONCLUSION**

This study concludes that among the organizational factors examined—compensation, workload, and work-life balance—only workload has a significant direct impact on employee work loyalty within the BPS of West Java Province. Compensation and work-life balance, although important, did not directly affect loyalty in this context. Furthermore, the second stage of analysis confirmed that job satisfaction plays a crucial mediating role in the relationship between workload and work loyalty. Workload was found to significantly enhance

job satisfaction, which in turn positively influenced loyalty. The mediation effect was partial, indicating that workload influences loyalty both directly and indirectly through job satisfaction.

This study provides a scientific contribution by extending the theoretical understanding of employee loyalty in the public sector through the integration of the Job Demand–Resource (JD-R) Model and Social Exchange Theory. The findings show that workload, as a form of job demand, can act as both a challenge and a motivator that fosters satisfaction and loyalty when managed fairly. This enriches Human Resource Management literature by offering empirical evidence from a government institution, where standardized compensation systems and limited flexibility shape different motivational dynamics. From a policy standpoint, the findings suggest that managing workload fairness and providing recognition mechanisms may serve as more effective strategies for enhancing employee loyalty than focusing solely on financial incentives or work-life programs.

Nevertheless, this study has several limitations. The relatively small sample size 63 respondents and single institutional context may restrict the generalizability of the results. Future research is encouraged to include a larger and more diverse sample across different government institutions or regions to validate the proposed model further. Additionally, combining quantitative and qualitative approaches may provide deeper insights into how employees perceive workload fairness and satisfaction as determinants of loyalty.

Overall, these findings emphasize that organizational efforts to foster loyalty should not only focus on regulating task demands but also on enhancing employee satisfaction through meaningful work design and supportive management practices. Creating a work environment that acknowledges and manages workload effectively can lead to higher satisfaction and, ultimately, stronger organizational commitment.

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