

Research.

The Effect of Work Life Balance, Follower-Leader Goal Congruence on Intention to Stay which is Mediated by Organizational Commitment of e-Commerce Employees

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Abstract. This research is intended to identify the effect of Work Life Balance, Follower-Leader Goal Congruence, and Organizational Commitment on Intention To Stay at PT Tokopedia and Bukalapak. This research is descriptive quantitative research through the distribution of a questionnaire in the form of a Google form. The method implemented is hypothesis testing. Hypothesis testing utilizes simple regression analysis with SPSS 27.0 software. The data collected in this research were employees of PT Bukalapak and Tokopedia. Sample data was collected from 110 PT employee participants. Bukalapak and Tokopedia. The independent variables of this research include Work Life Balance, Follower-Leader Goal Congruence, and Organizational Commitment. The dependent variable is Intention To Stay. The results of the analysis identified that there was no positive effect of Work Life Balance on Intention To Stay, there was a positive effect of Follower-Leader Goal Congruence on Intention To Stay, a positive effect of Organizational Commitment on Intention To Stay, a positive effect of Work Life Balance on Organizational Commitment, a positive effect of Follower- Leader Goal Congruence on Organizational Commitment, the positive effect of Organizational Commitment which mediates Work Life Balance on Intention To Stay, and the positive effect of Organizational Commitment which mediates Follower-Leader Goal Congruence on Intention To Stay. It is hoped that the results of this research can provide input for leaders to pay attention to Work Life Balance, Follower-Leader Goal Congruence, and Organizational Commitment which can increase Intention To Stay.

Keywords: *Work Life Balance, Follower-Leader Goal Congruence, Organizational Commitment, and Intention To Stay*

INTRODUCTION

E-commerce is an alternative for people to shop and avoid crowds. E-commerce is a very easy to access system for conducting all sales and purchasing activities online via the internet. E-commerce has also changed people's shopping patterns by shopping online using websites or applications to meet their needs. Nowadays, people are used to shopping online via websites or

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applications. With e-commerce, users can easily shop without having to leave the house and save more time. The main reason someone wants to use the internet as a way to buy online is so they can get the items they want quickly without wasting time and energy. Increasing the speed of online customers is important for companies to overcome customer satisfaction problems (Jain et al., 2021).

Consumer satisfaction is a key factor in forming customer loyalty and trust in the online stores they have visited. Consumer satisfaction can be achieved with service from the system and employees of the e-commerce company itself. E-commerce employees must create high consumer satisfaction with their respective services. Therefore, companies must pay attention to all their employees, especially in terms of employee work balance (Silva et al., 2023). Work life balance is a situation where employees can manage and divide their time and energy between work and personal life well (Malik, 2023). In today's dynamic work environment, the biggest challenge for companies is retaining talented and productive employees. As the world of work develops, balance of work and personal life (work-life balance) becomes very important. Employees who experience work-life balance tend to be more satisfied with their jobs, have better mental health, and show greater commitment to the organizations where they work.

Good work balance will effect employees' intentions to work long and stay with the company (Intention To Stay) (Silva et al., 2023). Intention To Stay is considered an employee's value in remaining in a company (Divyashree & Jayanna, 2019). Intention To Stay is also effectd by the presence of follower leader goal congruence (Yasin et al., 2023). According to Roopak et al., (2019), follower leader goal congruence refers to the similarity of ideas and goals of a leader and follower. When we enter the world of work, we need to have the same goals and mindset as our colleagues. This is called goal congruence between followers and leaders (Follower-Leader Goal Congruence). This shows that they have a strong emotional connection, which can effect the results of these followers. Apart from that, work balance also effects employee commitment to working in the company (organizational commitment) (Silva et al., 2023). Organizational commitment is a basic concept that describes the relationship between employees and their companies (Dilshan et al., 2023). Organizational commitment is also effectd by the presence of follower leader goal congruence (Yasin et al., 2023).

Employee commitment to the organization is a behavioral dimension that can be used to measure and evaluate employee strength in surviving and conducting their duties and obligations to the organization. Commitment is seen as a value orientation towards the organization which shows that individuals really think about and prioritize their work and organization. Individuals will try to give all the effort they have in order to help the organization achieve its goals. (Mathins and Jackson, 2011: 122). If employees have strong ties to the organization, it is believed that the organization will last a long time and its sustainability is guaranteed. The bond between individuals and organizations is usually known as Organizational Commitment. An individual's sense of commitment to an organization can bring positive results to the organization.

After that, organizational commitment can form an Intention To Stay (Silva et al., 2023). When work life balance is created, it will have a positive impact on the Intention To Stay because it is supported by factors of organizational commitment (Silva et al., 2023). Finally, a follower leader goal congruence that is formed will have a positive effect on Intention To Stay because of good organizational commitment as well (Yasin et al., 2023). The desire to stay (Intention To Stay) of employees in a company is very important in their role in the continuity of a company. This Intention To Stay can be defined as the attitude shown by employees to be attached to and stay with the company

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where they work for a long period of time even though there are attractive offers elsewhere (Kemie & Purba, 2019). According to the background above, the title of this research is "The Effect of Work Life Balance, Follower-Leader Goal Congruence on Intention To Stay Mediated by Organizational Commitment in Bukalapak and Tokopedia Employees". Therefore, this research purposes to identify Work Life Balance, Follower-Leader Goal Congruence with Intention To Stay which is mediated by Organizational Commitment.

Formulation of the Problem

The formulation of the Problem in this research is:

1. Does Work Life Balance effect the Intention To Stay of Bukalapak & Tokopedia Employees?
2. Does Follower-Leader Goal Congruence effect Intention To Stay among Bukalapak and Tokopedia employees?
3. Does Work Life Balance effect Organizational Commitment among Bukalapak and Tokopedia employees?
4. Does Follower Leader Goal Congruence effect Organizational Commitment among Bukalapak and Tokopedia employees?
5. Does Organizational Commitment effect the Intention To Stay of Bukalapak & Tokopedia Employees?
6. Does Organizational Commitment play a role as a mediator in the relationship between Work-Life Balance, Follower-Leader Goal Congruence, and Intention To Stay among Bukalapak and Tokopedia Employees?

LITERATURE REVIEWS

Work Life Balance

According to Daipuria and Kakar (2013) in (Rosa Damayanti & Ria Atmaja, 2022), work-life balance is a balance between work and life and feeling comfortable with work and family commitments. This concept was created considering that work and personal life complement each other and bring quality to an individual's life. The authors studied that this balance between work and life can make individuals feel more comfortable, motivated, productive and less stressed Byrne, (2005) in (Barber et al., 2016). For companies that implement work-life balance, they are seen by potential employees as organizations of choice because individuals have realized that in these organizations, it is possible to balance work and family, and it is not an issue that should be stressed (Johari et al., 2018).

Follower Leader Goal Congruence

According to (Bouckenooghe et al., 2015) values are shared by followers and leaders in the work environment. High-quality relationships between leaders and followers have been shown to stimulate followers to work for the leader and the organization the leader represents (Bryant & Merritt, 2021). When followers and leaders have the same goals, high-quality knowledge will be exchanged between them, leading the organization to goal achievement (Leana & van Buren, 1999). In the case of high goal congruence, followers have more knowledge about organizational decisions and related processes (Leana & van Buren, 1999) which helps them improve.

Intention To Stay

Intention To Stay refers to an employee's conscious and deliberate

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willingness to remain with the organization and hence their likelihood of remaining in their current job (Cho et al., 2009). Unusually for previous generations, today's millennials change jobs more frequently (Kim et al., 2009). Employees who intend to stay generally do not think about leaving the organization, but rather their conscious and deliberate willingness to be with the organization (Tett & Meyer, 1993). Intention To Stay is defined as the employee's level of commitment to their organization and willingness to remain employed. According to Hewitt Associates LLC, (2004) in (Bedarkar & Pandita, 2014).

Organizational Commitment

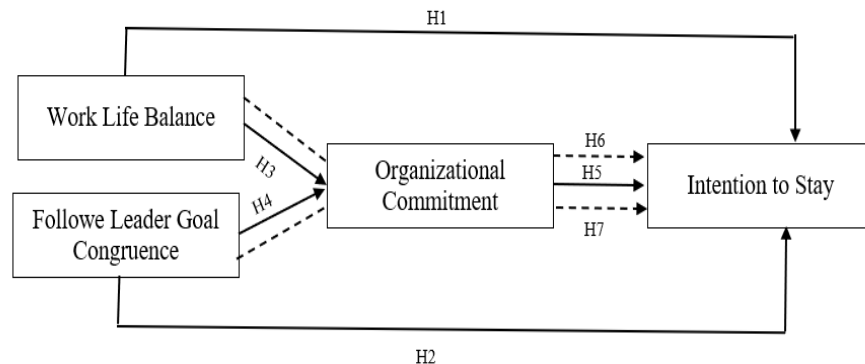
The definition of organizational commitment is about the goals, aspirations that an employee identifies with the organization and become a variable with a big impact on job performance. The word "commitment", according to (Angle & Perry, 1981), is an individual's willingness to try when working in an organization and is a sense of pride in working in their organization. Other authors define organizational commitment as "1) a strong will to remain as a member of a group; 2) a willingness to work hard as an organizational aspiration; 3) a certain willingness to accept the values and goals of the organization" (Luthans, 2011). According to Meyer and Allen (1997) in (Inês Silva, 2023) developed a theory of organizational commitment which consists of proposing three themes: effective, normative and continuity. Effective commitment measures feelings and emotions. This brings satisfaction to the organization and is expected to motivate individuals to give their best (Carlos Rodríguez-Rad & María-Elena Sánchez del Río-Vázquez, 2023).

Conceptual Framework

E-commerce employees must create high consumer satisfaction with their respective services. Therefore, companies must pay attention to all their employees, especially in terms of employee work balance (Silva et al., 2023). Work life balance is a situation where employees can manage and divide their time and energy between work and personal life well (Malik, 2023). Good work balance will effect employees' intentions to work long and stay with the company (Intention To Stay) (Silva et al., 2023). Intention To Stay is considered an employee's value in remaining in a company (Divyashree & Jayanna, 2019). Intention To Stay is also effectd by the presence of follower leader goal congruence (Yasin et al., 2023). According to Roopak et al., (2019), follower leader goal congruence refers to the similarity of ideas and goals of a leader and follower.

Apart from that, work balance also effects employee commitment to working in the company (organizational commitment) (Silva et al., 2023). Organizational commitment is a basic concept that describes the relationship between employees and their companies (Dilshan et al., 2023). Organizational commitment is also effectd by the presence of follower leader goal congruence (Yasin et al., 2023). After that, organizational commitment can form an Intention To Stay (Silva et al., 2023). When work life balance is created, it will have a positive impact on the Intention To Stay because it is supported by factors of organizational commitment (Silva et al., 2023). Finally, a follower leader goal congruence that is formed will have a positive effect on Intention To Stay because of good organizational commitment as well (Yasin et al., 2023). From the theoretical basis which explains that the research was conducted to look at Work Life Balance and Follower Leader Goal Congruence towards Intention To Stay using Organizational Commitment as a mediating variable, so that it can be related to the formation of a conceptual framework, namely as follows:

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Sumber: (Silva *et al.*, 2023; Yasin *et al.*, 2023)

Hypothesis Development

Work life balance is a situation where employees can manage and divide their time and energy between work and personal life well (Malik, 2023). Meanwhile, Intention To Stay is considered as an employee's value in remaining in a company (Divyashree & Jayanna, 2019). Good work balance will effect employees' intentions to work long and stay with the company (Intention To Stay) (Silva *et al.*, 2023). Work-life balance is the balance between work and life and feeling comfortable with work and family commitments.

This concept was created considering that work and personal life complement each other and bring quality to an individual's life. The balance that exists between work and life can make individuals feel more comfortable, motivated, productive and reduce stress (Arunashantha, 2019).

For companies that implement work-life balance, they are seen by prospective employees as the organization of choice because individuals have realized that in this organization, a balance between work and family can be achieved, and this is not an issue that needs to be emphasized. Work life balance can be said to be a balance of work and life with a feeling of comfort between the two, namely work and daily life. A person must be able to balance work life and daily life in order to have a sense of comfort while conducting long-term activities (Naini & Riyanto, 2023). Balancing both work and daily activities will make someone want to have the Intention To Stay at the company or organization. A person's Intention To Stay can be seen if the job given by the company does not mean that he or she has no other focus in terms of life apart from doing work. If you work too many hours, employees will feel like they have nothing else to do. So it can be said that work life balance has an effect on Intention To Stay (Kesri, 2021).

H1: There is an effect of work life balance on Intention To Stay

According to Roopak *et al.*, (2019), follower leader goal congruence refers to the similarity of ideas and goals of a leader and follower. Follower Leader Goal Congruence is the way subordinates follow superiors in conducting work with different leadership styles. Meanwhile, Intention To Stay is considered as an employee's value in remaining in a company (Divyashree & Jayanna, 2019). Intention To Stay is also effectd by the presence of follower leader goal congruence (Yasin *et al.*, 2023). Inclusive leadership is a rational leadership style that means doing things with others and achieving tasks for mutual

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benefit.

Inclusive leadership shows openness, and availability helps employees to interact freely with leadership. Inclusive leaders focus on improving team members by accepting suggestions from them and thereby increasing the sense of belonging among team members. These leaders involve their team members in the decision-making process and build strong relationships with them (Chen et al., 2016). These leaders trust their employees, share information, and involve them in decision making. Under such conditions, they create an environment conducive to leader-follower goal alignment.

H2: There is an effect of follower leader goal congruence on Intention To Stay

Work life balance is a situation where employees can manage and divide their time and energy between work and personal life well (Malik, 2023). Meanwhile, organizational commitment is a basic concept that describes the relationship between employees and their companies (Dilshan et al., 2023). Work balance also effects employee commitment to working at the company (organizational commitment) (Silva et al., 2023). Work life balance is very important for someone to be able to balance work and daily life. Employees nowadays want to look for companies that can provide work-life balance when looking for work, so that their activities are not focused on just one side. This will give a person organizational commitment if they get something that the employee wants to get with rights in the company. So that work life balance can be effectd by organizational commitment (Yasin et. al, 2021).

H3: Terdapat pengaruh *work life balance* terhadap *organizational commitment*

According to Roopak et al., (2019), follower leader goal congruence refers to the similarity of ideas and goals of a leader and follower. Follower Leader Goal Congruence is the way subordinates follow superiors in conducting work with different leadership styles. Meanwhile, organizational commitment is a basic concept that describes the relationship between employees and their companies (Dilshan et al., 2023). Organizational commitment is also effectd by the presence of follower leader goal congruence (Yasin et al., 2023). Follower leader goal congruence is conducted by employees to see directions from superiors to conduct work to achieve organizational goals. The superior's direction is very important in making decisions about doing something so that the work can provide the best results for the company. Apart from that, you will see the leadership style of superiors in a division or field when working on a project. This will determine employees' organizational commitment to a leader's style in achieving goals. So follower leader goal congruence will greatly effect organizational commitment (Yasin et al., 2023).

H4: There is an effect of follower leader goal congruence on organizational commitment

Organizational commitment is a basic concept that describes the relationship between employees and their companies (Dilshan et al., 2023). Meanwhile, Intention To Stay is considered as an employee's value in remaining in a company (Divyashree & Jayanna, 2019). Organizational commitment can form an Intention To Stay (Silva et al., 2023). Organizational commitment is owned individually for someone to continue to be committed to an organization or company. The commitment that exists in a person will ensure that he or she remains in the company to continue to help achieve the organization's goals. The existence of organizational commitment is obtained from a person's sense of Intention To Stay if the rules, regulations and

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employee rights are provided very well in accordance with what the company provides without any loss to employees. So the Intention To Stay will have an effect on organizational commitment (Silva et al., 2023).

H5: There is an effect of organizational commitment on Intention To Stay

The mediation effect is a model where the effect of the independent variable in this research is work-life balance on the dependent variable, namely the Intention To Stay, through the presence of a third variable, namely the mediating variable in this research, organizational commitment. Organizational commitment is believed to represent the values, mission, vision, objections and goals of the organization so that individuals accept and can work there and continue to be part of the company (Chang et al., 2019). According to previous literature, the work-life balance variable has a positive effect on Intention To Stay and organizational commitment (Akter et al., 2019). Organizational commitment is believed to represent the values, mission, vision, objections and goals of the organization so that individuals accept and can work there and continue to be part of the company. According to previous literature, the work-life balance variable has a positive effect on Intention To Stay and organizational commitment (Harini et al., 2019).

Work life balance can be said to be when someone can balance work life and daily life. Balancing means not having the weight of one thing so that it doesn't interfere with other things in a person's daily life. An employee can feel the disturbance if the working hours are too much longer than the expected working hours, so this will make them not intend to stay. Intention To Stay will arise from a person if there is a feeling of comfort and a continued desire to help achieve organizational goals with company rules that are still good according to employees in the sense that it does not burden employees to work too much. So that the employee will have organizational commitment from the experience he has while working at the company. So organizational commitment can see the relationship between work life balance and Intention To Stay (Shashikala & Nishanthi, 2021).

H6: Organizational Commitment mediates significantly positively between Work Life Balance and Intention To Stay

It is speculated that follower-leader goal congruence mediates the relationship between organizational commitment and intent to stay in the company, because inclusive leaders are open and accessible. When leaders listen to followers' suggestions, a strong bond emerges between followers and leaders. They share goals and align those goals with the goals of the organization. Inclusive leaders allow their team members to decide on their own tasks and goals (Rusu, 2021). A high level of follower-leader goal congruence increases organizational commitment among employees, because when employees' personal goals align with their leader's goals, they will be more empowered. It is also evident from research that inclusive leaders foster employee commitment so that they ensure employees that their suggestions are given weight in organizational policies. Therefore, employees are more committed because they are part of the decision-making process (Yahaya & Ebrahim, 2016).

So that decisions from superiors will be very important to advance the work in achieving results that are in line with company goals. The superior's direction can be seen from the leadership style used by someone in a high position. If someone's leadership style is not good, employees will not want to stay and vice versa. So that employees who do not feel comfortable will not have organizational commitment because the leadership style puts too much pressure on employees. So organizational commitment can see the relationship between follower leader goal congruence and Intention To Stay (Yasin et al.,

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2021; Silvia, Dias & Pereira, 2023).

H7: Organizational Commitment mediates significantly positively between Follower Leader Goal Congruence and Intention To Stay

RESEARCH METHODOLOGY

This research refers to research conducted previously by (Inês Silva et al., 2023). This research design was conducted by testing hypotheses which will be used to examine the effect of work life balance and follower leader goal congruence on Intention To Stay with organizational commitment as a mediating variable in employees of e-commerce companies Tokopedia and Bukalapak. The type of relationship between variables used is correlational research because it explains variables that are related to the problem. The data that will be used is cross sectional, because we only want to do it once in a period that has been determined by the unit of analysis, which is individual employees of the e-commerce companies Tokopedia and Bukalapak.

VALIDITY TEST

Statement	Factor Loading	Remarks
Work-Life Balance		
I currently have a good balance between the time I spend at work and the time I have for activities outside of work.	0,581	Valid
I have difficulty balancing work and activities outside of work.	0,579	Valid
I feel that the balance between the demands of my work and activities outside of work is currently appropriate.	0,562	Valid
Overall, I believe that my work and non-work life are balanced.	0,648	Valid
Follower-Leader Goal Congruence		
The manager and I have the same vision for what needs to be done at the bank.	0,679	Valid
The manager and I have the same opinion on issues related to the bank.	0,723	Valid
My manager and I are enthusiastic about pursuing the same goals for the bank.	0,661	Valid
The goal of achieving the manager's goals, aligns with the goals I want to achieve as well.	0,645	Valid
Intention To Stay		
I plan to work at my current job as long as possible.	0,553	Valid
I will definitely be looking for a new job in the near future (reverse coded).	0,650	Valid
I plan to stay in this job for at least two to three years.	0,570	Valid
Organisational Commitment		
I want to continue working at my company considering my company as a place to work for life.	0,746	Valid
I am happy to choose my company as	0,664	Valid

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a place to work.		
Even if the opportunity to choose another job is given to me, my company will be considered a priority.	0,654	Valid
I accept the future and fate of my company as my own.	0,591	Valid
I think my company is the best place to work for me.	0,651	Valid

Source: Data Processing Results

According to the table above, all the results of the validity test on the indicators for the variables have factor loading values greater than 0.55. So that each indicator of the variable is declared valid.

RELIABILITY TEST

Statement	Number of Statement Items	Cronbach's Alpha	Results	Remarks
Work-Life Balance	4	0,60	0,701	Reliable
Follower-Leader Goal Congruence	4	0,60	0,607	Reliable
Intention To Stay	3	0,60	0,60	Reliable
Organisational Commitment	5	0,60	0,643	Reliable

Source: Data Processing Results

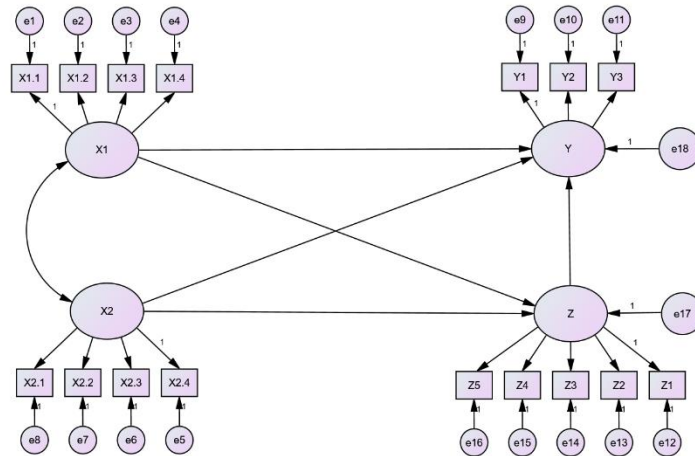
According to the results above, all variables have results greater than 0.60. So it can be concluded that all research variables are declared reliable.

GOODNESS OF FIT TEST

Measurement Type	Measurement	Cut of Value	Results	Remarks
<i>Absolute fit measure</i>	P-value	< 0,05	0,000	<i>Bad Fit</i>
	GFI	> 0,90	0,848	<i>Marginal Fit</i>
	RMSEA	< 0,10	0,075	<i>Good Fit</i>
<i>Incremental fit measures</i>	NFI	> 0,90	0,720	<i>Bad Fit</i>
	TLI	> 0,90	0,835	<i>Marginal Fit</i>
	CFI	> 0,90	0,866	<i>Marginal Fit</i>
<i>Parsimonious fit measures</i>	AGFI	< GFI	0,789	<i>Good Fit</i>

Source: Data Processing Results

According to the results of the table above, it can be concluded that the results obtained through testing the goodness of fit index have more results from good fit and marginal fit. So that the model used in the research can be declared good and feasible to continue the analysis in the research by providing an overview of the Structural Equation Model (SEM) in this research.



Structural Equation Model

RESULTS AND DISCUSSION

Hypothesis Test Results

**Hypothesis 1
Test Results**

Hypothesis	P-value	Remarks
Work-Life Balance on Intention To Stay	0,494	Hypothesis not supported

According to the results of the hypothesis test in the table above, the p-value of the Work-Life Balance variable for the Intention To Stay variable is $0.494 > 0.05$. So it can be concluded that Work-Life Balance has no effect on Intention To Stay. It can be said that someone who has Work-Life Balance while working somewhere, does not rule out the possibility that he does not have the Intention To Stay at his current workplace.

Hypothesis 2 Test Results

Hypothesis	P-value	Remarks
Follower-Leader Goal Congruence on Intention To Stay	0,047	Hypothesis is supported

According to the results of the hypothesis test in the table above, the p-value of the Follower-Leader Goal Congruence variable for the Intention To Stay variable is $0.067 > 0.05$. So it can be concluded that Follower-Leader Goal Congruence has no effect on Intention To Stay. It can be said that someone who follows a superior while working has no desire to remain in the workplace if the superior is incompetent in directing his subordinates.

Hypothesis 3 Test Results

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Hypothesis	P-value	Remarks
<i>Organizational Commitment on Intention To Stay</i>	0,042	Hypothesis is supported

According to the results of the hypothesis test in the table above, the p-value of the Organizational Commitment variable for the Intention To Stay variable is $0.882 > 0.05$. It can be concluded that Organizational Commitment has no effect on Intention To Stay. It can be said that someone who is committed to their workplace has no reason to stay at their workplace. Because there is one thing or another that makes you want to leave even though you have commitments to your workplace.

Hypothesis 4 Test Results

Hypothesis	P-value	Remarks
<i>Work-Life Balance on Organizational Commitment</i>	0,044	Hypothesis is supported

According to the results of the hypothesis test in the table above, the p-value of the Work-Life Balance variable for the Organizational Commitment variable is $0.864 > 0.05$. It can be concluded that Work-Life Balance has no effect on Organizational Commitment. It can be said that someone who has Work-Life Balance while working somewhere, cannot be used as a reference for being able to have an organizational commitment to their workplace.

Hypothesis 5 Test Results

Hypothesis	P-value	Remarks
<i>Follower-Leader Goal Congruence terhadap Organizational Commitment</i>	0,042	Hypothesis is supported

According to the results of the hypothesis test in the table above, the p-value of the Follower-Leader Goal Congruence variable for the Organizational Commitment variable is $0.494 > 0.05$. So it can be concluded that Follower-Leader Goal Congruence effects Organizational Commitment. It can be said that a person follows the directions and decisions of a superior, which is one of the things that a person has as an organizational commitment to their workplace.

Hypothesis 6 Test Results

Hypothesis	P-value	Remarks
<i>Organizational Commitment mediates between Work-Life Balance and Intention To Stay</i>	0,040	Hypothesis is supported

According to the results of the hypothesis test in the table above, the p-value obtained is -0.60 , which is lower than 1.96 , so the p-value should be higher than 1.96 . So it can be concluded that Organizational Commitment

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mediates between Work-Life Balance and Intention To Stay. It can be said that someone who has organizational commitment cannot maintain the two important things in the workplace, namely Work-Life Balance and to survive the workplace, there are things that make organizational commitment unable to be effected by these two things.

Hypothesis 7 Test Results

Hypothesis	P-value	Remarks
<i>Organizational Commitment mediates between Follower-Leader Goal Congruence and Intention To Stay</i>	0,049	Hypothesis is supported

According to the results of the hypothesis test in the table above, the p-value obtained is 0.149, which is lower than 1.96, so the p-value should be higher than 1.96. So it can be concluded that Organizational Commitment mediates between Follower-Leader Goal Congruence Balance and Intention To Stay. It can be said that someone who has organizational commitment and follows the directions and decisions of his superiors does not guarantee that he will be able to survive in the workplace. There are several things that make him able to survive or not with the boss he gets at work, with a high sense of organizational commitment.

Hypothesis Discussion

1. Testing the first hypothesis, it can be concluded that there is a negative effect between work life balance and Intention To Stay, this is not in accordance with the results of research from Silva, Dias & Pereira (2023). This research is in accordance with Putri & Pusparini (2021), that work life balance will not completely make employees want to stay at the workplace they are currently in. This could be because of internal or external factors from the employees themselves.
2. Testing the second hypothesis, it can be concluded that there is a positive effect between follower leader goal congruence and Intention To Stay, this is in accordance with the research results of Yasin et al (2021). That direction from a superior to a subordinate will have an effect on someone to add reasons to stay in their current workplace according to the leadership style of the superior.
3. Testing the third hypothesis, it can be concluded that there is a positive effect between work life balance on organizational commitment, this is in accordance with the research results of Yasin et al (2021). That a company that can provide work life balance to employees will provide someone with a loyal and loyal commitment to the organization they are working for now.
4. Testing the fourth hypothesis, it can be concluded that there is a positive effect between follower leader goal congruence on organizational commitment, this is in accordance with the research results of Yasin et al (2021). That superiors who provide good leadership will have an impact on the employees who supervise them, becoming more committed to their organization.
5. Testing the fifth hypothesis, it can be concluded that there is a positive effect between organizational commitment and Intention To Stay, this is in accordance with the research results of Silva, Dias & Pereira (2023). That

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someone who has a high commitment to their organization will remain in the company they are working at now.

6. Testing the sixth hypothesis, it can be concluded that organizational commitment mediates positively between work life balance and Intention To Stay, this is in accordance with the research results of Silva, Dias & Pereira (2023). That a person's commitment to the organization will be connected to work life balance because it can provide this from their company and can make someone want to stay longer at their current company.
7. Testing the seventh hypothesis, it can be concluded that organizational commitment positively mediates between follower leader goal congruence and Intention To Stay, this is in accordance with the research results of Yasin et al (2021) & Silva, Dias & Pereira (2023). That good leadership is because of having a boss who has a good leadership style will make him want to stay and become more loyal to the company.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

According to the results of research data analysis that has been conducted, it can be concluded that Work Life Balance, Follower-Leader-Goal, and Organizational Commitment have no effect on Intention To Stay. The same thing also applies to the Organizational Commitment variable which is not effected by Work-Life Balance. However, Organizational Commitment is effected by Follower-Leader Goal Congruence. Organizational Commitment mediates between Work-Life Balance and Intention To Stay. This illustrates that when individuals feel emotionally and cognitively attached to the organization they work for, they tend to have stronger intentions to remain in it, regardless of the extent of goal congruence between followers and leaders. Organizational Commitment mediates between Follower-Leader Goal Congruence Balance and Intention To Stay. This means that a good level of balance between work life and personal life can effect how strongly a person feels tied to the organization where they work. When individuals feel that their organization supports their work-life balance, they tend to be more emotionally and cognitively attached to the organization.

Managerial Implications

Although Work-Life Balance and Follower-Leader Goal Congruence do not have a direct effect on Intention To Stay, it is important for managers to pay attention to these factors because they contribute indirectly through Organizational Commitment. Managers should focus on strategies that strengthen employee engagement with the organization. This can be done by creating a work environment that supports balance between work life and personal life, as well as ensuring alignment of goals between leaders and followers. Although the direct effect may not be visible, by increasing Organizational Commitment, employees will feel more engaged and motivated to stay with the organization.

In addition, managers need to understand that increasing Organizational Commitment can mediate the relationship between Work-Life Balance and Intention To Stay, as well as between Follower-Leader Goal Congruence and Intention To Stay. Therefore, leadership development programs that emphasize achieving aligned goals between leaders and employees must be a priority. Employees who feel that their goals are aligned with those of their leaders tend to feel more satisfied and committed to the organization. By implementing

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policies that support work-life balance and create alignment of goals, managers can effectively increase employee retention.

Research Limitations

In conducting this research, there are research limitations, namely as follows.

- a) This research used a limited sample from one organization only which may limit the generalizability of the results to a wider population. Variations in organizational culture, company size, and industry may effect the relevance of these findings in different contexts.
- b) Limited time in conducting research which can ignore dynamic changes in employee perceptions of work-life balance, follower-leader goal congruence, and organizational commitment. Longitudinal researches involving long-term observations can provide deeper insights.
- c) Many variables measured using surveys or questionnaires can be effected by the subjective perceptions of respondents. This can lead to response bias that can effect the results of research analysis.

Recommendation

According to the conclusions and implications of the research above, researchers can provide several suggestions as follows:

a. Company

Companies need to pay attention to the importance of building and maintaining a high level of commitment among employees to the organization. This can be achieved through an approach that supports balance between employees' work and personal lives, as well as ensuring that there is congruence of goals between followers and leaders in the organization.

b. Next Researcher

- 1) Further research can deepen understanding of other factors that can effect an individual's Intention To Stay in the organization, either directly or through mediation mechanisms.
- 2) The research could involve a wider sample or from different industries to ensure the generalisability of the findings.

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