

The Influence of Work Schedule Distribution and Work-Life Balance on Employee Retention with Job Satisfaction as a Mediating Variable (A Study at Shopee Indonesia)

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Abstract

This study aims to examine the influence of work schedule distribution on employee retention at Shopee Indonesia, the influence of work-life balance on employee retention, the influence of work schedule distribution on job satisfaction, and the influence of work-life balance on job satisfaction. Furthermore, this research also seeks to explore the role of job satisfaction in mediating the relationship between work schedule distribution and employee retention, as well as the relationship between work-life balance and employee retention at Shopee Indonesia. A quantitative approach with an explanatory method was employed in this research. Data collection was conducted by distributing questionnaires to Shopee Indonesia employees working as Level 1 (L1) Agents at the Yogyakarta branch office, who handle chat inquiries from sellers. The data were analyzed using Partial Least Squares (PLS) with the assistance of SmartPLS software. The findings reveal that both work schedule distribution and work-life balance have a significant influence on employee retention. In addition, work schedule distribution and work-life balance also significantly affect job satisfaction. Job satisfaction itself is proven to influence employee retention and serves as a mediating variable between work schedule distribution and work-life balance on employee retention.

Keywords: Work Schedule Distribution, Work-Life Balance, Job Satisfaction, Employee Retention, Shopee Indonesia.

INTRODUCTION

Many factors can influence a company in achieving its organizational goals, one of which is the human resources (employees) owned by the company. According to Hasibuan (2005), the field of management that specifically studies human relationships and roles in a company's organization is called human resource management or often known by the abbreviation MSDM. Employees play an active and dominant role in every company activity because they are the planners, actors, and determinants of the company's goals. The discussion focused on MSDM involves regulating the role of humans in realizing optimal goals (Joensuu-Salo, Peltonen, & Hämäläinen, 2023).

Quality human resources are crucial to achieving organizational goals. The quality of human resources, seen from professionalism, capability, and accountability, significantly advances the organization and reduces the risk of declining employee performance. Competent and dedicated employees drive organizational progress and sustainability, which is especially important in competitive sectors like e-commerce.

E-commerce is a digitally driven commerce model that has grown rapidly worldwide, offering easy transactions, wide accessibility, and a diverse product range. In Indonesia, large e-commerce players such as Shopee, JD.ID, and Tokopedia compete to provide the best services.

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Along with this growth, companies focus not only on products and services but also on retaining their best employees, as employee retention is key to sustainability and success. Offering career opportunities, competency development, and a motivating work environment provides e-commerce companies a competitive advantage.

Employee retention relates to an organization's efforts to keep employees over time. Neog & Baruna (2014) define it as employees feeling confident to stay for the maximum period. Losing competent employees impacts productivity and service quality (Samuel & Chipunza, 2009), prompting strategies like creating conducive work environments, career development, and competitive compensation. Retention overlaps with talent retention, which focuses on individuals with high skills (Khalid & Nawab, 2018). Ansari & Bijalwan (2017) describe retention as motivating employees to stay long-term, aligning with Singh & Dixit's (2011) view that retention involves strategies fostering employee loyalty.

Kyndt et al. (2009a) identified key retention indicators: intent to stay, career opportunities, and organizational commitment. Intent to stay is the willingness to remain, career opportunities are access to growth, and commitment reflects loyalty influencing retention decisions (Raharjo et al., 2023). Additionally, work-life balance, job satisfaction, and organizational culture affect retention (Memon et al., 2016). Organizations thus need comprehensive policies to improve retention for long-term sustainability and competitiveness.

Employees play crucial roles across logistics, customer service, and technology development in e-commerce companies like Shopee, JD.ID, and GLINTS. Shopee, for example, hired 17,326 employees from November 2022 to May 2023, reflecting operational scale and attraction, but also experienced a reduction of -4.6% (-1,795 people) in the last 7 months and a total -14.8% (-6,503 people) turnover over the year. This high turnover suggests challenges in retention linked to work time distribution, work pressure, and job satisfaction.

Work time management is a major challenge, especially with Shopee's 24-hour customer service requiring variable shift arrangements. The issue lies in fair, balanced distribution considering employees' personal needs and rhythms rather than shift type alone. Poor scheduling, lack of flexibility, and poor workload-rest balance can cause burnout, impacting job satisfaction and retention. According to Harmadi (2024), good work time distribution includes flexible scheduling, clear hours, control, and labor regulation compliance. Uncertainty and unstructured schedules lower motivation and loyalty.

Work-life balance facilitates managing personal and work lives, affecting job satisfaction and retention (Kossek & Ozeki, 1998). Unsupportive cultures reduce retention (Kar & Misra, 2013). Balancing life and work remain challenging (Khateeb Károly, 2021; Fapohunda, 2014), with responsibility conflicts at home and work (Rehman & Roomi, 2012). Companies supporting this balance increase employee comfort and organizational performance (Nurmalitasari, 2021; Garg & Yajurvedi, 2016). Work-Life Balance is an ideal harmony between work and external life factors like family and religion (Rahmayati, 2021; Greenhaus et al. in Valen, 2017).

Job satisfaction varies individually based on desires and values (Handoko, 2001) and reflects emotional responses to work. High satisfaction fosters loyalty (Tirta & Enrika, 2020). Leaving

decisions are gradual (Ki & Choi-Kwon, 2022). Conducive environments boost satisfaction and retention (Nayak et al., 2021). Studies suggest researching work-life balance and job satisfaction linked to work hours is necessary (Hsu et al., 2019). Job satisfaction mediates the effects of work time and work-life balance on retention, influencing motivation and contributions (Robbins & Judge, 2013; Tirta & Enrika, 2020; Susilawati, 2024; Isni et al., 2022).

Shopee is a buying-selling app facilitating transactions via mobile or web, offering diverse products and integrating payments and logistics. It has main offices in Jakarta, Solo, and Yogyakarta; the latter focuses on seller services. This study examines work time division and work-life balance effects on employee retention with job satisfaction as mediator. Problems include low employee motivation, inconsistent work hours, and work-life imbalance affecting satisfaction. The research is limited to Yogyakarta office employees serving chat sellers and aims to identify influences and offer theoretical, practical benefits and policy recommendations to reduce turnover.

METHOD

This study is associative with the aim of determining the relationship between two or more variables, using a quantitative approach that involves the process of hypothesis, data analysis, and conclusions with numerical data. The focus of the study is to analyze the effect of work time division and work-life balance on Shopee Indonesia employee retention, with job satisfaction as a mediating variable. The study was conducted in Yogyakarta between February and March 2025, involving Shopee employees at the Yogyakarta branch office. The population includes all employees in the branch, while the sample consists of employees who work as L1 Agents. The purposive sampling method was used to select active employees who had worked for at least three months, ensuring the relevance of the data to the characteristics of the respondents. The operational definition of variables includes independent variables such as the division of working time and work-life balance, as well as dependent variables, namely employee retention, and mediated variables of job satisfaction. Data collection was carried out through questionnaires, which were tested for validity and reliability. Data analysis used descriptive and quantitative techniques with the Partial Least Square (PLS) approach, including analysis of measurement models and structural models, as well as hypothesis testing to evaluate the relationships between variables.

RESULT AND DISCUSSION

Quantitative Analysis

Hypothesis testing using the Partial Least Square (PLS) analysis technique with the Smart PLS 3.0 program. This technique consists of 2 components, namely the outer model or measurement model and the inner model or structural model (Ghozali, 2015). An outer model or measurement model is a measurement model that connects indicators with other variables and an inner model or structural model is a structural model that connects between latent variables. The following is the Smart PLS 3.0 program model scheme tested in this study:

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Outer Model for the Full Model being analyzed

According to Hussein (2015), the analysis of the outer model is carried out to ensure that the measurement used is feasible to be used as a measurement (valid and reliable) of a variable, including:

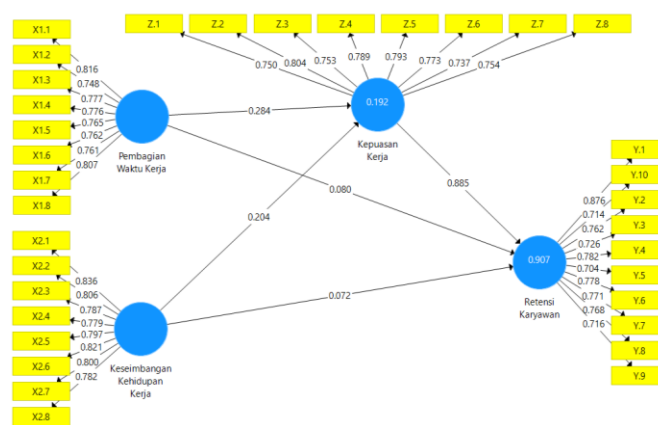


Figure 1. Algorithm 170 Responders
Source: Processed data

Convergent Validity

To assess an indicator of a valid construct variable or not seen from the outer loading value. If the outer loading value > 0.7 , then the indicator is valid. The following is the outer loading value of each indicator:

Tabel 1. Outer Loading

Variabel	Indicator	Factor Loading	Information
Work Time Sharing (X1)	X1.1	0,816	Valid
	X1.2	0,748	Valid
	X1.3	0,777	Valid
	X1.4	0,776	Valid
	X1.5	0,765	Valid
	X1.6	0,762	Valid
	X1.7	0,761	Valid
	X1.8	0,807	Valid
Work-Life Balance (X2)	X2.1	0,836	Valid
	X2.2	0,806	Valid
	X2.3	0,787	Valid
	X2.4	0,779	Valid
	X2.5	0,797	Valid
	X2.6	0,821	Valid
	X2.7	0,800	Valid
	X2.8	0,782	Valid
Employee Retention (Y1)	Y.1	0,876	Valid
	Y.2	0,762	Valid
	Y.3	0,726	Valid
	Y.4	0,782	Valid
	Y.5	0,704	Valid
	Y.6	0,778	Valid
	Y.7	0,771	Valid
	Y.8	0,768	Valid

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Variabel	Indicator	Factor Loading	Information
Job Satisfaction (Z)	Y.9	0,716	Valid
	Y.10	0,714	Valid
	Z.1	0,750	Valid
	Z.2	0,804	Valid
	Z.3	0,753	Valid
	Z.4	0,789	Valid
	Z.5	0,793	Valid
	Z.6	0,773	Valid
	Z.7	0,737	Valid
	Z.8	0,754	Valid

Source: Processed data

Based on table 1, it is obtained that the outer loading is > 0.7 so that the indicators of each variable are reliable, so it can be concluded that each indicator used to measure its latent variables or has met convergent validity.

Discriminant Validity

An indicator is declared to meet discriminant validity if the value of the cross loading factor indicator on the variable is the greatest compared to other variables (Ghozali & Latan, 2015). The cross loading factor value of each indicator can be seen in table 2.

Tabel 2. Cross Loading Factor

Indicator	Job Satisfaction	Work-Life Balance	Distribution of Working Time	Employee Retention
X1.1	0,313	0,521	0,816	0,381
X1.2	0,318	0,501	0,748	0,373
X1.3	0,401	0,511	0,777	0,440
X1.4	0,318	0,425	0,776	0,379
X1.5	0,315	0,445	0,765	0,359
X1.6	0,243	0,417	0,762	0,321
X1.7	0,300	0,450	0,761	0,369
X1.8	0,289	0,464	0,807	0,357
X2.1	0,340	0,836	0,553	0,392
X2.2	0,258	0,806	0,464	0,310
X2.3	0,328	0,787	0,469	0,368
X2.4	0,262	0,779	0,479	0,330
X2.5	0,281	0,797	0,524	0,333
X2.6	0,328	0,821	0,494	0,389
X2.7	0,302	0,800	0,468	0,361
X2.8	0,292	0,782	0,417	0,398
Y.1	0,812	0,357	0,361	0,876
Y.2	0,776	0,367	0,403	0,762
Y.3	0,733	0,273	0,317	0,726
Y.4	0,753	0,350	0,351	0,782
Y.5	0,749	0,370	0,257	0,704
Y.6	0,728	0,353	0,382	0,778
Y.7	0,680	0,348	0,382	0,771
Y.8	0,708	0,386	0,376	0,768
Y.9	0,593	0,323	0,480	0,716

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Indicator	Job Satisfaction	Work-Life Balance	Distribution of Working Time	Employee Retention
Y.10	0,612	0,311	0,399	0,714
Z.1	0,750	0,192	0,231	0,676
Z.2	0,804	0,358	0,397	0,771
Z.3	0,753	0,263	0,315	0,729
Z.4	0,789	0,321	0,321	0,782
Z.5	0,793	0,330	0,242	0,721
Z.6	0,773	0,259	0,304	0,676
Z.7	0,737	0,237	0,274	0,646
Z.8	0,754	0,323	0,393	0,785

Source: Processed data

Based on the results obtained in Table 2, it can be seen that the indicators used in this study have good discriminant validity in compiling each variable.

Average Variance Extracted (AVE)

Hair et al. (2017) stated that Average Variance Extracted (AVE) is defined as the average root value of the indicator loading value associated with the construct. The AVE value must be > 0.5. The AVE value of each indicator can be seen in table 35.

Tabel 3. Average Variance Extracted (AVE)

Variabel	AVE	Criterion	Information
Work Time Sharing (X1)	0,603	> 0,5	Valid
Work-Life Balance (X2)	0,642	> 0,5	Valid
Employee Retention (Y)	0,579	> 0,5	Valid
Job Satisfaction (Z)	0,592	> 0,5	Valid

Source: Processed data

Based on Table 3, the AVE value of each variable has a > value of 0.5. Thus, it can be stated that each variable has good validity.

Composite Reliability

Composite Reliability is a section used to test the reliability value of an indicator on a variable. The variable can be said to be eligible for a composite reliability value if the suggested value > 0.70 (Hair et al., 2017). The Composite Reliability value of each variable can be seen in table 4.

Tabel 4. Composite Reliability

Variabel	Composite Reliability
Work Time Distribution (X ₁)	0,924
Work-Life Balance (X ₂)	0,935
Employee Retention (Y)	0,932
Job Satisfaction (Z)	0,921

Source: Processed data

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Based on the data in table 4, it can be seen that the composite reliability value of all variables is > 0.7 . The results show that each variable has met the reliability of the composite so that it can be said that all variables have good reliability.

Cronbach's Alpha

The reliability test can be strengthened by using Cronbach's alpha value. A variable can be said to qualify Cronbach's alpha value if the suggested value > 0.70 (Hair et al., 2017). The Cronbach's alpha value of each variable can be seen in table 5.

Tabel 5. Cronbach's Alpha	
Variabel	Cronbach's Alpha
Work Time Distribution (X_1)	0,906
Work-Life Balance (X_2)	0,920
Employee Retention (Y)	0,919
Job Satisfaction (Z)	0,902

Source: Processed data

Based on the data in table 5, it can be seen that the value of Cronbach's Alpha of all variables is > 0.7 . The results show that each variable has met the reliability of the composite so that it can be said that all variables have good reliability.

Inner Model for the Full Model being analyzed

The results of the analysis of the inner model aim to test the relationship between latent constructs.

Result Coefficient of Determination (R^2)

The R-Square value in this study can be seen in table 6 below:

Table 6. Result Coefficient of Determination (R^2)		
Variabel	R Square	Information
Employee Retention (Y)	0,907	Very Powerful
Job Satisfaction (Z)	0,192	Weak

Source: Processed data

Based on table 6, it is known that the direct influence of the variables of Working Time Division and Work-Life Balance on the Employee Retention variable is 0.907 or 90.7%, which shows that more than half of the employee retention rate is influenced by these two variables. Meanwhile, the remaining 9.3% was influenced by other factors outside of this research model. The indirect effect of Working Time Distribution and Work-Life Balance on Employee Retention mediated by Job Satisfaction was 0.192 or 19.2%, which means that the remaining 80.8% was influenced by other mediating variables not covered by the model.

Based on the R Square value, the Employee Retention variable has a value of 0.907, which falls into the very strong category, so it can be concluded that 90.7% of the variation in employee

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retention can be explained by the model. Meanwhile, the Job Satisfaction variable had an R Square value of 0.192, which was relatively weak, indicating that only 19.2% of the variation in job satisfaction could be explained by the model, and the remaining 80.8% were influenced by other factors outside of this study model.

Predictive Relevance (Q2)

The Q-Square value in this study can be seen in table 19 below:

Table 7. Coefficient of Determination Results (Q2)		
Variabel	Q-square	Information
Employee Retention (Y)	0,514	Keep
Job Satisfaction (Z)	0,108	Keep

Source: Processed data

The calculation results show that the Q-Square value for the Employee Retention variable is 0.514, which is included in the medium category. This indicates that the variables of Work Time Distribution, Work-Life Balance, and Job Satisfaction have a fairly good predictive ability to the Employee Retention variable, so that the model built can predict employee retention quite well.

Furthermore, the Q-Square value in the Job Satisfaction variable is 0.108, which is also included in the medium category. This means that the variables of Work Time Distribution and Work-Life Balance are able to predict the Job Satisfaction variable quite well, and show that the model used has adequate predictive capabilities for these variables.

Hypothesis Test Results

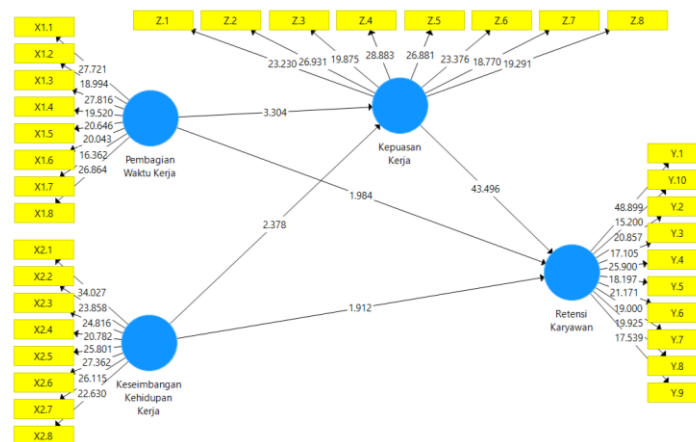


Figure 2. Bootstrapping Results 170 Respondents

Source: Processed data

Parameter estimation plays an important role in this study because it provides in-depth insight into the relationship between the variables studied. Hypothesis testing is carried out by assessing probabilities and related statistics. In general, the significance level (α) that is often used is 5%, which is equivalent to a p-value of 0.05. This allows researchers to assess the statistical

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significance of such coefficient pathways by calculating t-values and p-values. Thus, an understanding of the influence of exogenous variables on endogenous variables such as figure 4 is obtained.

Direct Effect

Table 8. Direct Effect Bootstrapping Test Results

Variable	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
Job Satisfaction - > Employee Retention	0,885	0,883	0,021	42,611	0,000
Work-Life Balance -> Job Satisfaction	0,204	0,207	0,086	2,375	0,018
Work-Life Balance - > Employee Retention	0,072	0,075	0,035	2,073	0,039
Work Time Sharing -> Job Satisfaction	0,284	0,287	0,092	3,097	0,002
Work Time Allocation -> Employee Retention	0,080	0,078	0,040	1,984	0,048

Source: Processed data

Indirect Effect

Table 9. Indirect Effect Bootstrapping Test Results

Variable	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
Work-Life Balance -> Job Satisfaction -> Employee Retention	0,181	0,182	0,075	2,409	0,016
Work Time Allocation -> Job Satisfaction -> Employee Retention	0,251	0,253	0,079	3,160	0,002

Source: Processed data

Based on the two tables above, it is known that the indirect influence of work time division and work-life balance on employee retention through job satisfaction has a greater coefficient value compared to the direct effect. This shows that job satisfaction has an important role as a mediating variable in strengthening the relationship between work time distribution and work-life balance on employee retention. For example, the direct effect of the division of working time on employee retention was only 0.080, while the indirect effect through job satisfaction reached 0.251. This finding is in accordance with the results of research by Susilawati (2024) who stated that job satisfaction is able to significantly mediate the relationship between work-life balance and employee retention, so that a good work-life balance can increase employees' desire to survive through increased job satisfaction.

Based on the comparison between these direct and indirect influences, it can be concluded that the type of mediation that occurred in this study was partial mediation. This is because both paths of relationship, both direct and indirect, show significant results. Thus, job satisfaction strengthens relationships but does not completely replace the direct influence of independent variables on employee retention. These results are also supported by research by Tirta & Enrika (2020) which found that job satisfaction as a mediator is partial to the relationship between work-

life balance and employee retention, especially among the millennial generation in Indonesia. Thus, the role of job satisfaction as a mediating variable is important in designing an effective employee retention strategy.

Based on the results of the hail output in table 20 and table 21, it is known that the hypothesis testing for each latent variable relationship is shown as follows:

1. H1 = The division of working time has a positive and significant effect on employee retention

Job satisfaction has a significant influence on employee retention with a p-value of 0.000 and t-statistics of 42.611 where the p-value is < 0.05 and t-statistics > 1.96 . The Original sample value of 0.885 which has a positive value shows that job satisfaction has a positive influence or effect on employee retention. Positive values also show that when job satisfaction increases, employee retention will also increase.

2. H2 = Work-life balance has a positive and significant effect on employee retention

Work-life balance has a significant influence on job satisfaction with a p-value of 0.018 and t-statistics of 2.375 where the p-value is < 0.05 and t-statistics > 1.96 . The Original sample value of 0.204 with a positive value shows that work life balance has a positive influence or effect on job satisfaction. Positive values also show that when work-life balance increases, job satisfaction will also increase

3. H3 = Job satisfaction has a positive and significant effect on employee retention

Work-life balance has a significant influence on employee retention with a p-value of 0.039 and t-statistics of 2.073 where the p-value is < 0.05 and t-statistics > 1.96 . The Original sample value of 0.072 which has a positive value shows that work-life balance has a positive influence or effect on employee retention. Positive values also show that when work-life balance increases, employee retention will also increase.

4. H4 = Work-life balance has a positive and significant effect on job satisfaction

The division of working time has a significant influence on job satisfaction with a p-value of 0.002 and t-statistics of 3.097 where the p-value is < 0.05 and t-statistics > 1.96 . The value of the original sample was 0.284 which was positive in value showing that the division of working time has a positive influence or effect on job satisfaction. Positive values also show that when the division of working time increases, job satisfaction will also increase.

5. H5 = Job satisfaction has a positive and significant effect on employee retention

The division of working time has a significant influence on employee retention with a p-value of 0.048 and t-statistics of 1.984 where the p-value is < 0.05 and t-statistics > 1.96 . The Original sample value of 0.080 with a positive value shows that the division of working time has a positive influence or effect on employee retention. Positive values also show that when the division of working time increases, employee retention will also increase.

6. H6 = The division of working time has a positive and significant effect on employee retention through job satisfaction.

Job satisfaction is able to mediate independent variables Work-life balance and dependent variables Employee retention because it has a p-value of $0.016 < 0.05$ and has a t-statistic value of

$2.409 > 1.96$. A positive Original sample value means that the effect is positive or if job satisfaction increases, it is predicted that work-life balance and employee retention will also increase.

7. H7 = Work-life balance has a positive and significant effect on employee retention through job satisfaction.

Job satisfaction is able to mediate independent variables Work time division and dependent variables Employee retention because it has a p-value of $0.002 < 0.05$ and has a t-statistical value of $3.160 > 1.96$. A positive Original sample value means that the effect is positive or if job satisfaction increases, it is predicted that the division of work time and employee retention will also increase.

Discussion

Allocation of working time to employee retention

The results of the analysis show that the variable of work time division has a positive effect on employee retention. This means that setting a fair and flexible work schedule tends to make employees stay longer in the company. Meaningfully, this suggests that when an organization treats employees fairly in scheduling (e.g., an orderly and predictable schedule), employees feel valued and motivated to stay. For example, Ojelade and Nwogwugwu (2024) found that good work schedule management is directly proportional to increased employee job satisfaction and commitment, which in turn decreases exit intent (increases retention)

From a theoretical point of view, the results of hypothesis 1 are consistent with the concepts of social exchange and organizational justice. According to the theory of social exchange (Blau, 2017) employees who feel treated fairly by the organization (e.g. getting a suitable work schedule) will reciprocate it with loyalty and commitment. Flexibility or certainty in the division of working time is also related to autonomy and reward in work (Herzberg), which are important motivating factors. Thus, a well-planned work schedule is considered a form of organizational support, thus triggering a return in the form of increased retention.

These findings are also in line with previous studies. Ojelade and Nwogwugwu (2024) empirically report that employees who get a better work schedule tend to report higher job satisfaction as well as stronger commitment, so that exit intentions decrease. These results are in line with other studies that highlight the positive effect of schedule flexibility on employee loyalty. For example, Katić et al. (2022) concluded that flexible work arrangements indirectly increase employee retention through increased job satisfaction. Thus, a good scheduling policy is one of the important factors in retaining employees.

By practical implication, Hypothesis 1 underscores the importance of good work schedule governance to improve retention. In the Shopee Indonesia environment, for example, uncertainty or irregularity in schedules can reduce motivation and the tendency to survive. Therefore, management needs to consider implementing a scheduling system that is fair and responsive to employee needs. The study of Susanto et al. (2022) also showed that the flexibility of work schedules significantly increases job satisfaction, which further strengthens employee loyalty. By

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balancing organizational and employee needs in scheduling, Shopee can strengthen its employee retention.

However, if it is associated with company data that shows a high turnover rate, it can be assumed that a positive perception of the division of working time may only be owned by employees who are still standing. On the other hand, employees who are dissatisfied with the division of work time may have left the company first, so they were not included in the study sample. Thus, these results reflect the perception of the group of employees who have successfully adapted or gained flexibility in working time as expected.

Work-life balance to employee retention

Work-life balance has been proven to have a positive effect on employee retention. When employees feel able to balance the demands of work with their personal lives, they feel more satisfied and are more likely to stay in the organization. This supports Social Exchange Theory, where companies that show concern for the personal well-being of employees will get a return in the form of loyalty and the intention to stay in the long run.

Research from Zumrah et al. (2022) and Lestari & Margaretha (2021) reinforces these findings. They found that a good work-life balance program can significantly lower turnover rates. In the modern world of work, work flexibility and family support programs are the main indicators in creating a healthy and sustainable work environment.

For Shopee Indonesia, these results suggest the need to develop a work policy that is more in favor of work-life balance. Some initiatives such as providing flexible leave, hybrid work, or reducing overtime on night shifts, can be a strategic solution in strengthening employee retention. The implementation of this strategy not only has an impact on reducing turnover, but also improves the company's image as an organization that cares about the well-being of its employees.

The division of working time towards job satisfaction

This study shows that the division of work time also has a positive effect on job satisfaction. When the division of work time is done in a fair, planned, and according to the needs of employees, they will feel more valued and have control over their lives. This will foster a sense of satisfaction with work and organization.

In the perspective of Social Exchange Theory, when an organization provides control or flexibility in the division of working time, employees will judge it as a form of fair treatment and support from the organization. This will increase a positive perception of work and create a sense of satisfaction. In other words, job satisfaction is the result of positive social exchanges between organizations and individuals in terms of managing working time.

These results are reinforced by findings from Rajaram & Jha (2024), who found that flexible working hours significantly improve job satisfaction especially in the services and technology sectors. In addition, Ojelade and Nwogwugwu (2024) also state that a flexible work system contributes to an increase in positive perceptions of the company.

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Shopee Indonesia can take important lessons from these findings. Companies need to review the overall work time distribution system to be more in line with the needs and balance of employees' lives. Flexibility in scheduling arrangements, including providing adequate rest time, has the potential to improve employee well-being and job satisfaction. In addition, transparency in the scheduling process is also a crucial aspect to build trust and fairness among employees towards the company's management.

Work-life balance to job satisfaction

This study also proves that work-life balance has a positive influence on job satisfaction. Employees who are able to balance their work and personal lives tend to feel happier, less easily stressed, and more satisfied with their work. This factor becomes very relevant in the context of organizations whose operations demand flexible and sometimes extreme working hours such as Shopee Indonesia.

This linkage is supported by Social Exchange Theory, where companies that pay attention to work-life balance signal concern for individual well-being. This support not only reduces work stress but also creates a feeling of being valued that encourages job satisfaction. Employees who feel that their lives are balanced due to organizational policies tend to show higher job satisfaction as a form of response to such attention.

Research from Fox et al. (2021) states that companies that actively support the work-life balance of their employees, tend to have higher levels of job satisfaction. In another study, Susanto et al. (2022) also found that support for work-life balance is a strong predictor of job satisfaction in Indonesia's private sector.

Thus, Shopee Indonesia should not only focus on operational targets, but also provide programs to support employee life balance, such as special family leave, flexible work schedules, or counseling support. This is important to maintain job satisfaction and productivity in the long run.

Job satisfaction with employee retention

The results of the analysis show that job satisfaction has a positive influence on employee retention. The higher the level of job satisfaction that employees feel, the more likely they are to stay at the company. Job satisfaction creates an emotional and psychological bond between employees and the workplace, thus strengthening the intention to stay afloat.

Social Exchange Theory explains that job satisfaction can be a form of retaliation from employees for the positive treatment they receive from the organization, such as decent compensation, a supportive work environment, and a good relationship with their boss. When employees feel satisfied, they will be more motivated to stay in the company in exchange for a pleasant work experience.

Research by Alam & Asim (2019) and Tirta & Enrika (2020) corroborates that job satisfaction is one of the main factors that reduce the intention to leave work. The study confirms

The Influence of Work Schedule Distribution and Work-Life Balance on Employee Retention with Job Satisfaction as a Mediating Variable (A Study at Shopee Indonesia)

that various aspects of work that provide satisfaction such as a supportive work environment, fair compensation, and equal rewards contribute significantly to retention.

The results of the study also show that job satisfaction has a significant effect on employee retention. The higher the job satisfaction an employee feels, the more likely they are to stay in the company. However, once again it should be noted that the respondents in this study are active employees who may already be in a more stable or comfortable position, both in terms of workload, compensation, and work environment. As such, these results do not directly represent the voice of employees who experience dissatisfaction and decide to resign. This is where potential bias arises, namely overestimation of retention rates due to limited coverage of respondents.

Shopee Indonesia can use these findings to design a strategy to increase retention through job satisfaction interventions. For example, by improving the recognition system for achievements, clarifying career paths, and creating a collaborative work atmosphere. By ensuring that employees are satisfied, companies can reduce turnover significantly. High job satisfaction also encourages employees to become brand ambassadors for the company in the eyes of the public.

Sharing of working time on employee retention through job satisfaction

This study proves that job satisfaction plays a mediator in the relationship between the division of work time and employee retention. This means that a good division of work time not only directly increases retention, but also works through increased job satisfaction. Employees who are satisfied with the time they work will tend to stay longer in the organization.

According to Social Exchange Theory, when organizations treat employees fairly and provide flexible working hours, employees feel support that leads to satisfaction. This sense of satisfaction then translates into loyalty and a desire to keep working in the long term. Therefore, job satisfaction is an important link in this relationship.

Katić et al. (2022) and Susanto et al. (2022) prove that job satisfaction fully mediates the relationship between job flexibility and retention. These findings suggest that companies need to pay special attention to aspects that affect job satisfaction in order for a time-sharing strategy to be truly effective in improving retention.

Shopee Indonesia can optimize the impact of the work time sharing policy by also improving aspects that contribute to job satisfaction, such as open communication with superiors, self-development opportunities, and a comfortable work environment. That way, the company can retain its best employees. The role of job satisfaction as a mediator is a long-term strategy that can strengthen retention without always having to rely on material compensation.

Work-life balance to employee retention through job satisfaction

The results of recent studies show that job satisfaction also mediates the relationship between work-life balance and employee retention. A good work-life balance increases job satisfaction, and that job satisfaction strengthens employees' intention to stay employed in the company. This means that the influence of work-life balance on retention takes place through increased job satisfaction.

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Within the framework of Social Exchange Theory, job satisfaction that arises from the existence of work-life balance is seen as a positive response to the organization's treatment. When companies provide support for employees' work-life balances through workload management, time off, and flexible time, this creates a sense of satisfaction that ultimately increases loyalty. Job satisfaction here serves as an exchange mechanism that reinforces the influence of work-life balance on employees' decisions to stay in the organization.

Research from Alam & Asim (2019), Katić et al. (2022), and Susanto et al. (2022) also showed that work-life balance increases job satisfaction, which further strengthens retention. This relationship model has proven to be effective in various industry contexts, including technology-based companies like Shopee.

Based on these results, Shopee Indonesia needs to build a work-life balance program that directly impacts increasing job satisfaction, such as job counseling, career support, and recognition of employee contributions. Thus, the company can create long-term bonds with its employees and significantly reduce turnover rates. This strategy is especially important in facing the retention challenges of millennials and Gen Z who are more sensitive to life balance than previous generations.

In addition, companies can also consider implementing technology-based flexible work programs such as self-scheduling or compressed workweeks that have proven effective in the global technology sector. With more control over working hours and free time, employees will feel more valued, which ultimately reinforces a positive perception of the organization. This is in line with the results of research by Brough et al. (2022) who found that a work culture that supports work-life balance significantly contributes to long-term loyalty and retention. Thus, strengthening work-life balance is not only a modern management tool, but also a business strategy that has a direct impact on the stability of the company's human resources.

CONCLUSION

This study examines the influence of work time division and work-life balance on employee retention at Shopee Indonesia, with job satisfaction as a mediating variable. Findings reveal that effective work schedule management and the ability to balance work and personal life positively and significantly enhance employees' intention to stay. Job satisfaction, influenced by compensation, work environment, job title, and superior relationships, also significantly contributes to retention and mediates the effects of work time division and work-life balance. Flexible scheduling and supportive work-life balance policies increase job satisfaction, further encouraging retention. Despite these positive findings, Shopee's internal data indicates notable employee turnover, suggesting that the study's focus on retained employees may bias results and that external factors like wage policies and internal rule changes also impact retention. Future research should consider additional variables and broaden the sample to capture a fuller understanding of employee retention dynamics at Shopee Indonesia.

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