**Unveiling the Role of Time Pressure and Emotional Exhaustion in Shaping Work-Life Balance and Loyalty Among Female Working Students**

**Merry Dita Rahmatika**, \***Diah Pranitasari**

Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta (Magister Management, Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta, Jakarta, Indonesia)

**Correspondence**\*:

Jl. Kayu Jati Raya 11A Rawamangun, Jakarta 13220 | e-mail: nitadpranitasari@gmail.com

**Abstract**

**Objective:** The objective of this research is to determine the effect of time pressure, emotional fatigue on work-life balance and loyalty in working female students.

**Design/Methods/Approach:** The study was conducted on working women who are students at the Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta in the employee class. The number of sample is 202. Data collection was carried out by survey method by distributing questionnaires to respondents. Subsequently, the data obtained were processed using the SEM PLS method.

**Findings:** There is no influence of time pressure on loyalty, there is an influence of time pressure on Work-life Balance (WLB), there is no influence of emotional pressure on loyalty, there is no influence of emotional pressure on WLB, there is an influence of WLB on loyalty, there is an influence of time pressure on loyalty through WLB, and there is no influence of emotional pressure on loyalty through WLB.

**Originality/Value:** The novelty of this research is that no research has been found that examines WLB among female workers, especially those currently studying, and its impact on loyalty.

**Practical/Policy implication**: The implication of the findings of this research is that the results of the research can be used as an alternative in making human resource strategy decisions, especially in increasing WLB and loyalty of female workers who are currently studying. This includes managing workload and time so that female workers can have WLB and ultimately be loyal to the company.

**Keywords**: Worklife Balance, Loyalty, Time Pressure, Emotional Exhaustion

**JEL Classification: M1, M2**

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**Introduction**

Companies pay special attention to human resources as a key factor in meeting work requirements (Pranitasari & Zahara, 2020; Purwati, 2016) The job market demands that applicants enhance the quality and productivity of the company in terms of experience, interpersonal and technical skills, and expertise in specific fields.

The workforce composition in Jakarta in August 2023 consisted of 5.07 million employed residents. Compared to August 2022, the labor force increased by 174,000 people, and the number of employed residents increased by 197,000 people. The largest workforce was in East Jakarta, with 1.55 million people. The Labor Force Participation Rate (LFPR) increased compared to August 2022.

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Table 1. LFPR in East Jakarta August 2019-August 2023

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Year | 2019 | 2020 | 2021 | 2022 | 2023 |
| LFPR | 64,88 | 61,98 | 60,85 | 61,26 | 65,21 |

*Source: DKI Jakarta Central Statistics Agency*

The LFPR in August 2023 was 65.21 percent, an increase of 2.13 percentage points compared to August 2022.

Table 2. DKI Jakarta Labor Force Participation Rate (LFPR DKI).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Year | 2019 | 2020 | 2021 | 2022 | 2023 |
| Male | 81,79 | 80,49 | 78,31 | 80,02 | 80,25 |
| Female  | 48,02 | 47,47 | 47,34 | 46,62 | 50,12 |

*Source: DKI Jakarta Central Statistics Agency*

Based on gender, in August 2023, men's LFPR was 80.25 percent, higher than women's TPAK which was 50.12 percent. Compared to August 2022, the LFPR of men and women has increased, respectively by 0.23 percentage points and 3.49 percentage points (Handoko, 2022).

**Table 3. Percentage of Formal Workers by Gender in Percent (2018-2022)**

|  |  |
| --- | --- |
| Sex | Percentage of Formal Workforce by Gender (Percent) |
| **2018** | **2019** | **2020** | **2021** | **2022** |
| Male | 46,1 | 47,19 | 42,71 | 43,39 | 43,97 |
| Female | 38,1 | 39,19 | 34,65 | 36,2 | 35,57 |

Source: National Labor Force Survey (Sakernas)

Table 3 shows the percentage of formal workers according to gender for the 2018-2022 period. And it can be seen that there tends to be an increase from 2018-2022.

In the current era, more and more women are involved in the world of work and higher education. Wibowo (2016) It is stated that the number of women seeking employment will continue to increase over time in many regions of the world. One of the reasons for this is that women have gained access to education and employment opportunities equal to men, leading to women taking on more than one role, also known as dual roles. Dual roles refer to the condition where a woman, in addition to being a wife to her husband and a mother to her children, also holds a job in various fields or professions. (Hermayanti *dalam* Pratiwi, 2020)*.*

Attending university while working has become commonplace in Indonesia, with many public and private universities offering special programs for working individuals, often referred to as employee classes. Typically, universities offering these programs conduct classes outside of working hours, such as evening or weekend classes.

Working female students represent a group that struggles to maintain a balance between the demands of their job and their academic life. They often face high time pressures, given that they need to fulfill their workplace obligations and achieve good academic performance. Moreover, this pressure can lead to significant emotional fatigue, as working female students frequently experience severe stress due to the dual burden they carry. The importance of work-life balance becomes increasingly clear in this context. WLB is key to maintaining well-being and satisfaction in life and also has a significant impact on the loyalty of female students who are also employees at their place of work.

People need to find a middle ground between their personal lives and professional commitments. This equilibrium between one's personal and professional life is often known as WLB.Kalliath dan Brough *in* Rabani & Budiani (2021) WLB is characterized by an individual's viewpoint that allows for both work responsibilities and personal life activities to coexist and promote personal development in line with one's life priorities. Moreover, WLB represents a person's personal evaluation of the equilibrium between their work-related tasks and their life outside of work, as well as their overall life satisfaction. (Brough et all *in* Dunggio, 2018). Therefore, WLB refers to a person's sense of equilibrium between their professional duties, educational pursuits, and personal life. Female students, in particular, who find it challenging to strike a balance among work, studies, and personal commitments might be at a greater risk of experiencing a drop in educational standards, heightened stress levels, and possibly even withdrawing from their academic institutions.

Maslach *in* Pramono (2019) Emotional exhaustion is identified as a component of burnout, manifesting when an individual experiences a depletion of positive emotions, empathy, or appreciation towards others. It bears resemblance to physical tiredness, feeling unwell, and experiencing symptoms that have a psychological origin. As an aspect of burnout, emotional exhaustion stems from overwhelming stress that becomes challenging to cope with, potentially leading the individual towards a deteriorated condition marked by indifference, cynicism, frustration, and a tendency to disengage (Praptadi & Supartha, 2017).

Therefore, it is important to identify the impact of time pressure and emotional exhaustion on WLB (Work-Life Balance) and loyalty among working female students. By understanding the relationship between these variables, educational institutions and workplaces can develop more effective strategies and support to help working female students achieve a better balance between their tasks and enhance their loyalty towards the institutions. This research can also provide essential insights that can help women in the workforce and higher education achieve their full potential without having to sacrifice their well-being.

Research on WLB and loyalty has been conducted by several researchers previously, including Hawa & Nurtjahjanti (2020), who examined the relationship between WLB and loyalty, Ariyani et al (2022) who research on the influence of work-life balance and job satisfaction on turnover intention has been conducted by various scholars across multiple disciplines. However, without more specific details or a particular timeframe, it's challenging to pinpoint a single researcher or study. This topic has seen contributions from many within the fields of organizational behavior, psychology, and human resource management over the years. Christania (2018) who researched family conflict on WLB, Sihaloho & Indawati (2021) which examines the mediating role of emotional exhaustion on the influence of WLB on job satisfaction of female employees, Safitri (2020) which examines workload, time pressure and emotional exhaustion on WLB in career women, and Nujjiya (2015) the specific focus of examining how time pressure, emotional exhaustion, transformational leadership, and demographic factors affect work-life balance among information technology workers, particularly noting the gap in research regarding the combination of time pressure, emotional exhaustion with work-life balance, and loyalty, highlights a unique niche within organizational studies. The objective of this research is to explore the impact of time pressure and emotional exhaustion on work-life balance and loyalty among working female students.

This aim addresses a notable gap in the existing literature by integrating these variables, time pressure, emotional exhaustion, work-life balance, and loyalty, especially in the context of working female students, a group that may face distinct challenges in balancing educational commitments with work and personal life. The research seeks to shed light on how these factors interact and influence each other, contributing valuable insights into the management practices and support systems that could benefit this demographic in the IT sector and potentially beyond.

**Literature Review**

***Work-life Balance***

Liu et al., (2021) stated that WLB is a form of individual satisfaction in achieving work-life balance. Rincy and Panchanatham in Ariyani et al. (2022) It states that, in general, WLB is associated with a point of balance or efforts in maintaining various roles one undertakes in life to remain harmonious. Furthermore, he added that WLB is a state where the individual experiences low conflict and the execution of their roles in work and family can proceed well.

Masita et al. (2019) defines WLB as a job-related stressor that includes four issues: time, energy, goal achievement, and strain. Time refers to the amount of time spent working compared to the amount of time spent engaging in other activities. Strain refers to anxiety, tension, leaving important activities in life, and difficulty in attention.

Based on several definitions above, it can be concluded that WLB is a state where individuals feel satisfied because they have successfully achieved a balance between work life and personal life. WLB is associated with efforts to maintain harmony between various roles one undertakes in life, including roles in work and family. Generally, WLB is considered successful if the conflict experienced by individuals in fulfilling their roles is low, and the execution of roles in work and family can proceed well. Thus, WLB is not just about time allocation, but also involves emotional and psychological aspects related to an individual's roles inside and outside of work.

There are various types of measuring instruments that can be used to measure WLB. Masita et al. (2019) states that there are four components of WLB which are the basis for developing WLB measuring tools. Pangemanan et al. (2017) identify the metrics for evaluating work-life balance (WLB) as follows: 1) Time balance, which is the capability of an individual to distribute time between work duties and personal life activities; 2) Involvement balance, which denotes the degree of psychological engagement and dedication a person has towards their professional tasks and personal life pursuits; 3) Satisfaction balance, which measures how content a person is with their professional responsibilities and leisure activities.

**Time Pressure**

Bjorvatn & Wald (2020) define time pressure as an individual's sense of having insufficient time to fulfill a task or meet a set of task demands assigned to them.Zapf *in* Nujjiya (2015) defines time pressure as the quantitative aspect of work that refers to problems caused by the speed and quantity of information processing, resulting in the task not being able to be performed within a certain period. Time pressure can be conceptualized as feeling not having enough time to complete something and continuously making it rushed ( Hilbrecht et al, *dalam* Safitri, 2020).

According to Bakker dan Damerouti *in* Nujjiya (2015) time pressure is one of the most influential causes of stress and decreases the level of employee well-being. Based on the definitions presented, time pressure can be concluded as an individual's perception of the scarcity of available time to complete tasks or meet a series of work demands. This definition includes the quantitative aspect of work, related to the problems of speed and quantity of information processing, which can result in the inability to complete tasks within a specified time frame.

Time pressure can be interpreted as feeling not having enough time, causing individuals to feel continuously rushed. Furthermore, time pressure is also identified as one of the most influential causes of stress, which can lower the level of employee well-being. Therefore, time pressure not only includes a quantitative dimension but also has a psychological impact by causing stress and the potential decrease in mental and physical well-being for individuals experiencing it. According to Roxburgh

According to *dalam* Safitri (2020) there are two indicators of time pressure, namely: 1) limits and choices: limits and choices refer to an individual's opportunity to choose one or several tasks to work on, choose priorities, ability; 2) pace: pace refers to the time limit an individual has to complete their task.

**Emotional Exhaustion**

According toPines et. al. *dalam* Meilantifa,2(018), emotional exhaustion refers to a state of being overwhelmed by personal emotions, marked by feelings of helplessness and depression. It is a reaction to excessive stress or job dissatisfaction. Emotional exhaustion is described as a state of physical and mental weariness that hinders an individual's ability to perform tasks.(Gustina et al., 2022; Pranitasari et al., 2022).

According to Maslach, Schaufeli & Leiter *in* Praptadi & Supartha (2017) emotional exhaustion, also known as emotional exhaustion, stems from burnout, which is an emotional condition where a person feels tired and mentally or physically saturated as a result of increased job demands and feels drained of energy, loses enthusiasm for work, and becomes indifferent.

The conclusion from these definitions is that emotional exhaustion is a condition of exhaustion, both physically and mentally, that occurs in individuals as a response to excessive stress or dissatisfaction in the job. It is often associated with feelings of helplessness, depression, emotional fatigue, and loss of enthusiasm for work. Emotional exhaustion can emerge as part of burnout, which is an emotional condition where someone feels tired and saturated due to increased job demands.

According to Wright dan Cropanzano as referenced by Nujjiya (2015), emotional exhaustion encompasses two critical indicators: 1)Physical exhaustion, which manifests through symptoms such as an increased heart rate and blood pressure, gastrointestinal issues, susceptibility to injuries, physical fatigue, potential fatal outcomes, respiratory difficulties, excessive sweating, migraines, cancer, muscle tension, and sleep disturbances (including insomnia and hypersomnia); 2) Psychological exhaustion, characterized by memory lapses, concentration difficulties, heightened emotional sensitivity including tearfulness, feelings of ennui, diminished self-esteem, despair, anxiety, agitation, challenges in adjusting, withdrawal from social interactions, irritability, and a sense of isolation.

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**Loyalty**

Customer loyalty is an attitude that depicts the actual behavior of customers that is not shown or not realized, but accurate analysis and depiction are clearly needed to underpin the attitude structure of customers(Pranitasari et al., 2019; Subagyo et al., 2016; Trianah et al., 2017).

Sausan et al. (2021) state that employee work loyalty is the diversity of roles and members in using their thoughts and time to achieve organizational goals. Meanwhile, Suhendi (2017) , said that employee work loyalty is shown by employee commitment to the company, organizational commitment can be formed by several factors both from the organization and the individual.. Subagyo et al. (2016) said that employee work loyalty to the job is physical, psychological, and social activities that cause individuals to choose an attitude to follow the rules of determination to do and practice something understood as something meaningful, knowledgeable and responsible as well as personal perception towards efforts to achieve government organizational goals based on their expertise to improve the effectiveness of the government organization and accompanied by consistent and strong dedication.

Gozaly & Wibawa (2012) outline the indicators of employee loyalty as follows: 1) a strong desire to remain a part of the organization, evident in employees who are not inclined to leave or be dismissed for breaching company policies; 2) a pronounced willingness and endorsement of the organization's values and objectives, where employees genuinely believe in and accept these principles, motivating them to embody these values and exert maximum effort towards accomplishing the organization's aims; 3) a readiness to engage in actions that align with organizational loyalty, demonstrated through the organization's expectation for employees to work beyond regular hours when needed for specific purposes, and placing the organization's needs above personal ones to fulfill organizational objectives.

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**Research Methods**

The study targeted working women who are also students in the evening/employee class at Sekolah Tinggi Ilmu Ekonomi (STIE) Indonesia Jakarta. The total population for this research comprised 407 female students enrolled in the night class specifically designed for working individuals. The selection of participants was done using purposive sampling technique, focusing on female students in the employee class at STIE Indonesia who are also employed. By applying the Slovin formula, the sample size determined for the study was 202. The method of data collection involved conducting surveys and distributing questionnaires to the respondents. The collected data was then analyzed using the Structural Equation Modeling Partial Least Squares (SEM PLS) approach.

**Result**

In this study, data analysis was performed using Smart Partial Least Squares (PLS) version 4.0. The analysis process included evaluating both the outer model (measurement model) and the inner model (structural model). Chart 1 illustrates the outcomes of the initial stage of research data processing.

**Convergent validity**, which assesses the strength of the relationship between a latent variable and its indicators, is indicated by the factor loading values. The results from the calculations of research data related to convergent validity are detailed in Table 4.

Tabel 4. Results of Phase I Data Processing

|   | Emotional Exhaustion  | Loyalty  | Time Pressure  | Work Life Balance  | Description |
| --- | --- | --- | --- | --- | --- |
|  | X2 | Y2 | X1 | Y1 |  |
| KE1 | 0.613 |  |  |  | Valid |
| KE2 | 0.661 |  |  |  | Valid |
| KE3 | 0.583 |  |  |  | Invalid |
| KE4 | 0.567 |  |  |  | Invalid |
| KE5 | 0.610 |  |  |  | Valid |
| KE6 | 0.587 |  |  |  | Invalid |
| KE7 | 0.616 |  |  |  | Valid |
| KE8 | 0.648 |  |  |  | Valid |
| KE9 | 0.796 |  |  |  | Valid |
| KE10 | 0.614 |  |  |  | Valid |
| L1 |  | 0.710 |  |  | Valid |
| L2 |  | 0.648 |  |  | Valid |
| L3 |  | 0.687 |  |  | Valid |
| L4 |  | 0.739 |  |  | Valid |
| L5 |  | 0.556 |  |  | Invalid |
| L6 |  | 0.758 |  |  | Valid |
| L7 |  | 0.798 |  |  | Valid |
| L8 |  | 0.752 |  |  | Valid |
| L9 |  | 0.810 |  |  | Valid |
| L10 |  | 0.764 |  |  | Valid |
| L11 |  | 0.643 |  |  | Valid |
| L12 |  | 0.511 |  |  | Invalid |
| L13 |  | 0.649 |  |  | Valid |
| L14 |  | 0.709 |  |  | Valid |
| L15 |  | 0.593 |  |  | Invalid |
| TW1 |  |  | 0.769 |  | Valid |
| TW2 |  |  | 0.784 |  | Valid |
| TW3 |  |  | 0.735 |  | Valid |
| TW4 |  |  | 0.582 |  | Invalid |
| TW5 |  |  | 0.697 |  | Valid |
| TW6 |  |  | 0.600 |  | Valid |
| TW7 |  |  | 0.593 |  | Invalid |
| TW8 |  |  | 0.743 |  | Valid |
| TW9 |  |  | 0.710 |  | Valid |
| TW10 |  |  | 0.784 |  | Valid |
| WLB1 |  |  |  | 0.742 | Valid |
| WLB2 |  |  |  | 0.688 | Valid |
| WLB3 |  |  |  | 0.754 | Valid |
| WLB4 |  |  |  | 0.585 | Invalid |
| WLB5 |  |  |  | 0.513 | Invalid |
| WLB6 |  |  |  | 0.729 | Valid |
| WLB7 |  |  |  | 0.668 | Valid |
| WLB8 |  |  |  | 0.694 | Valid |
| WLB9 |  |  |  | 0.633 | Valid |

After data processing was carried out in Stage I, there were manifest variables which showed a number <0.6 or were invalid, so data processing was carried out in Stage II by eliminating these manifest variables, and they will be presented as in the chart below.

 Table 5. Results of Phase II Data Processing

|   | Emotional Exhaustion  | Loyalty  | Time Pressure  | Work Life Balance  | Description |
| --- | --- | --- | --- | --- | --- |
|  | X2 | Y2 | X1 | Y1 |  |
| KE1 | 0.663 |  |  |  | Valid |
| KE2 | 0.670 |  |  |  | Valid |
| KE5 | 0.628 |  |  |  | Valid |
| KE7 | 0.543 |  |  |  | Invalid |
| KE8 | 0.614 |  |  |  | Valid |
| KE9 | 0.854 |  |  |  | Valid |
| KE10 | 0.580 |  |  |  | Invalid |
| L1 |  | 0.690 |  |  | Valid |
| L2 |  | 0.623 |  |  | Valid |
| L3 |  | 0.708 |  |  | Valid |
| L4 |  | 0.760 |  |  | Valid |
| L6 |  | 0.767 |  |  | Valid |
| L7 |  | 0.815 |  |  | Valid |
| L8 |  | 0.765 |  |  | Valid |
| L9 |  | 0.826 |  |  | Valid |
| L10 |  | 0.777 |  |  | Valid |
| L11 |  | 0.638 |  |  | Valid |
| L13 |  | 0.657 |  |  | Valid |
| L14 |  | 0.702 |  |  | Valid |
| TW1 |  |  | 0.779 |  | Valid |
| TW2 |  |  | 0.785 |  | Valid |
| TW3 |  |  | 0.742 |  | Valid |
| TW5 |  |  | 0.691 |  | Valid |
| TW6 |  |  | 0.598 |  | Invalid |
| TW8 |  |  | 0.750 |  | Valid |
| TW9 |  |  | 0.718 |  | Valid |
| TW10 |  |  | 0.781 |  | Valid |
| WLB1 |  |  |  | 0.749 | Valid |
| WLB2 |  |  |  | 0.716 | Valid |
| WLB3 |  |  |  | 0.769 | Valid |
| WLB6 |  |  |  | 0.775 | Valid |
| WLB7 |  |  |  | 0.649 | Valid |
| WLB8 |  |  |  | 0.692 | Valid |
| WLB9 |  |  |  | 0.691 | Valid |

The results of stage II research data processing still contain manifest variables that are <0.6 or invalid, so these manifest variables are eliminated and stage III data processing is carried out.

 Table 6. Results of Stage III Data Processing

|   | Emotional Exhaustion  | Loyalty  | Time Pressure  | Work Life Balance  | Description |
| --- | --- | --- | --- | --- | --- |
|  | X2 | Y2 | X1 | Y1 |  |
| KE1 | 0.710 |  |  |  | Valid |
| KE2 | 0.666 |  |  |  | Valid |
| KE5 | 0.653 |  |  |  | Valid |
| KE8 | 0.565 |  |  |  | Invalid |
| KE9 | 0.862 |  |  |  | Valid |
| L1 |  | 0.690 |  |  | Valid |
| L2 |  | 0.625 |  |  | Valid |
| L3 |  | 0.708 |  |  | Valid |
| L4 |  | 0.760 |  |  | Valid |
| L6 |  | 0.767 |  |  | Valid |
| L7 |  | 0.815 |  |  | Valid |
| L8 |  | 0.765 |  |  | Valid |
| L9 |  | 0.826 |  |  | Valid |
| L10 |  | 0.776 |  |  | Valid |
| L11 |  | 0.639 |  |  | Valid |
| L13 |  | 0.655 |  |  | Valid |
| L14 |  | 0.701 |  |  | Valid |
| TW1 |  |  | 0.788 |  | Valid |
| TW2 |  |  | 0.795 |  | Valid |
| TW3 |  |  | 0.746 |  | Valid |
| TW5 |  |  | 0.689 |  | Valid |
| TW8 |  |  | 0.747 |  | Valid |
| TW9 |  |  | 0.720 |  | Valid |
| TW10 |  |  | 0.775 |  | Valid |
| WLB1 |  |  |  | 0.749 | Valid |
| WLB2 |  |  |  | 0.715 | Valid |
| WLB3 |  |  |  | 0.769 | Valid |
| WLB6 |  |  |  | 0.776 | Valid |
| WLB7 |  |  |  | 0.648 | Valid |
| WLB8 |  |  |  | 0.693 | Valid |
| WLB9 |  |  |  | 0.690 | Valid |

Based on the results of stage III research data processing in Table 6, it was found that there were still manifest variables whose loading factor was <0.6 or invalid, so these manifest variables were eliminated and stage IV data processing was carried out.

 Table 7. Results of Stage IV Data Processing

|   | Emotional Exhaustion  | Loyalty  | Time Pressure  | Work Life Balance  | Description |
| --- | --- | --- | --- | --- | --- |
|  | X2 | Y2 | X1 | Y1 |  |
| KE1 | 0.710 |  |  |  | Valid |
| KE2 | 0.666 |  |  |  | Valid |
| KE5 | 0.653 |  |  |  | Valid |
| KE9 | 0.862 |  |  |  | Valid |
| L1 |  | 0.690 |  |  | Valid |
| L2 |  | 0.625 |  |  | Valid |
| L3 |  | 0.708 |  |  | Valid |
| L4 |  | 0.760 |  |  | Valid |
| L6 |  | 0.767 |  |  | Valid |
| L7 |  | 0.815 |  |  | Valid |
| L8 |  | 0.765 |  |  | Valid |
| L9 |  | 0.826 |  |  | Valid |
| L10 |  | 0.776 |  |  | Valid |
| L11 |  | 0.639 |  |  | Valid |
| L13 |  | 0.655 |  |  | Valid |
| L14 |  | 0.701 |  |  | Valid |
| TW1 |  |  | 0.788 |  | Valid |
| TW2 |  |  | 0.795 |  | Valid |
| TW3 |  |  | 0.746 |  | Valid |
| TW5 |  |  | 0.689 |  | Valid |
| TW8 |  |  | 0.747 |  | Valid |
| TW9 |  |  | 0.720 |  | Valid |
| TW10 |  |  | 0.775 |  | Valid |
| WLB1 |  |  |  | 0.749 | Valid |
| WLB2 |  |  |  | 0.715 | Valid |
| WLB3 |  |  |  | 0.769 | Valid |
| WLB6 |  |  |  | 0.776 | Valid |
| WLB7 |  |  |  | 0.648 | Valid |
| WLB8 |  |  |  | 0.693 | Valid |
| WLB9 |  |  |  | 0.690 | Valid |

Based on the results of stage IV research data processing, it was found that all manifest variables had loading factors > 0.6 or were valid.

**Discriminant Validity** assesses a construct's distinctiveness by comparing the cross-factor loading values. It ensures that a construct is adequately differentiated from others by requiring that its loading values on the intended construct be higher than its loading values on any other construct. The results for the cross-factor loading, which demonstrate the discriminant validity, are presented in Table 8.

Table 8. Discriminant Validity – Cross Factor Loading

|   | Emotional Exhaustion  | Loyalty  | Time Pressure  | Work Life Balance  | Description |
| --- | --- | --- | --- | --- | --- |
| KE1 | 0.721 | -0.010 | 0.578 | -0.287 | Valid |
| KE2 | 0.675 | -0.007 | 0.396 | -0.154 | Valid |
| KE5 | 0.669 | 0.046 | 0.375 | -0.237 | Valid |
| KE9 | 0.858 | -0.123 | 0.584 | -0.359 | Valid |
| L1 | -0.024 | 0.690 | -0.073 | 0.271 | Valid |
| L2 | 0.007 | 0.627 | -0.123 | 0.220 | Valid |
| L3 | 0.002 | 0.709 | -0.006 | 0.249 | Valid |
| L4 | -0.094 | 0.759 | -0.146 | 0.322 | Valid |
| L6 | -0.027 | 0.767 | -0.057 | 0.283 | Valid |
| L7 | 0.010 | 0.816 | -0.076 | 0.294 | Valid |
| L8 | -0.001 | 0.766 | -0.038 | 0.329 | Valid |
| L9 | -0.017 | 0.827 | -0.100 | 0.351 | Valid |
| L10 | -0.074 | 0.776 | -0.113 | 0.340 | Valid |
| L11 | 0.004 | 0.640 | -0.056 | 0.224 | Valid |
| L13 | -0.093 | 0.653 | -0.073 | 0.348 | Valid |
| L14 | -0.097 | 0.698 | -0.110 | 0.349 | Valid |
| TW1 | 0.462 | -0.128 | 0.788 | -0.367 | Valid |
| TW2 | 0.510 | -0.117 | 0.795 | -0.397 | Valid |
| TW3 | 0.452 | -0.142 | 0.746 | -0.350 | Valid |
| TW5 | 0.543 | -0.093 | 0.689 | -0.371 | Valid |
| TW8 | 0.544 | -0.054 | 0.747 | -0.391 | Valid |
| TW9 | 0.532 | -0.028 | 0.720 | -0.377 | Valid |
| TW10 | 0.514 | -0.005 | 0.775 | -0.303 | Valid |
| WLB1 | -0.301 | 0.266 | -0.341 | 0.750 | Valid |
| WLB2 | -0.288 | 0.213 | -0.381 | 0.716 | Valid |
| WLB3 | -0.273 | 0.319 | -0.363 | 0.769 | Valid |
| WLB6 | -0.357 | 0.255 | -0.465 | 0.776 | Valid |
| WLB7 | -0.164 | 0.498 | -0.264 | 0.647 | Valid |
| WLB8 | -0.262 | 0.312 | -0.309 | 0.693 | Valid |
| WLB9 | -0.251 | 0.192 | -0.341 | 0.691 | Valid |

Based on the information provided in the table, it's evident that each variable demonstrates discriminant validity, as indicated by cross-loading values that are higher when compared to other constructs, thus confirming their validity. Beyond utilizing cross-loading values for assessing discriminant validity, another method involves the Average Variance Extracted (AVE) value. For a variable indicator to be deemed valid through this method, it must meet a criterion value of 0.5 or above. Here are the Average Variance Extracted (AVE) values obtained in this research:

 Table 9. Average Variance Extracted (AVE) Data

|  |  |  |
| --- | --- | --- |
|  | AVE Description | Description |
| Emotional Exhaustion | 0.540 | Valid |
| Loyalty | 0.533 | Valid |
| Time Pressure | 0.566 | Valid |
| Worklife Balance | 0.521 | Valid |

Given that the AVE values for all constructs in the table are ≥ 0.5, it can be concluded that the constructs meet the criteria for validity.

**Reliability** testing is employed to assess the consistency of the variable indicators. A variable is considered reliable or credible if the Composite Reliability value for each variable exceeds 0.7.

 Table 10. Reliability Results

|  |  |  |
| --- | --- | --- |
|   | Cronbach's alpha | Description |
| Emotional Exhaustion | 0.724 | Reliable |
| Loyalty | 0.919 | Reliable |
| Time Pressure | 0.872 | Reliable |
| Worklife Balance | 0.846 | Reliable |

From the information provided, it's indicated that the reliability values for all variables are ≥ 0.7. Therefore, all variables in the research can be considered reliable.

**Hypothesis testing**, the evaluation of the structural model involved examining the significance of the relationships between constructs. This was determined by the t-statistic values obtained from the bootstrap output. According to Haryono (2017), variables that exhibit a t-statistic value of ≥ 1.96 are considered to have a valid or significant relationship. The bootstrap output demonstrating these results can be found in Table 11.

Table 11. Research T-Statistics

|  |  |  |
| --- | --- | --- |
|  | T statistics | Keterangan |
| Emotional Exhaustion 🡪 Loyalty | 0.796 | Not significant |
| Emotional Exhaustion 🡪 Worklife Balance | 0.891 | Not significant |
| Time Pressure 🡪 Loyalty | 0.638 | Not significant |
| Time Pressure 🡪 Worklife Balance | 4.466 | Significant |
| Worklife Balance 🡪 Loyalty | 6.524 | Significant |
| Time Pressure 🡪 Work-life Balance 🡪 Loyalty | 4.048 | Significant |
| Emotional Exhaustion 🡪 Work-life Balance 🡪 Loyalty  | 0.839 | Not significant |

According to the data presented in Table 11, it is noted that four pathways did not show statistical significance. These include the impact of Emotional Fatigue on Loyalty, Emotional Fatigue on Work-Life Balance, Time Pressure on Loyalty, and Time Pressure on Work-Life Balance and Loyalty. This indicates that, based on the t-statistic values, these specific relationships between constructs did not meet the threshold of ≥ 1.96, as required for establishing significance according to (Haryono, 2017).

**Discussion**

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Chart 1. Path Coefficient

**The Influence of Time Pressure on Work-life Balance**

Time pressure negatively affects WLB by -43.4%. This means that the higher the time pressure placed on female workers, the more it will decrease WLB. Jobs that consume a lot of time will reduce personal activities such as gathering with family, friends, or pursuing hobbies, thus lowering WLB. The dominant factor loading for this variable is on statements from female workers who feel stressed facing the demands of work tasks, studies, and family. This result aligns with studies conducted by Nujjiya (2015) dan Safitri (2020) which also concluded that time pressure negatively affects WLB.

**The Influence of Emotional Exhaustion on Work-life Balance**

Emotional exhaustion does not affect WLB. The cause of WLB among female workers is not influenced by emotional exhaustion but by other factors. This indicates that female workers nowadays are more realistic in their work, not overly emotional. This result does not align with studies by Asepta & Sienatra (2023); Gustina et al. (2022); Meilantifa (2018); Praptadi & Supartha (2017); Santika & Sudibia (2017).

**The Influence of Time Pressure on Loyalty**

Time pressure does not affect loyalty. The level of loyalty of female workers is not determined by time pressure but by other factors. Having a relaxed time in working without a deadline target is not something that can make female workers loyal to the Company. This result does not align with studies by Bjorvatn & Wald (2020); Nujjiya (2015); Rose (2023); Safitri (2020); Silaban (2012)

**The Influence of Emotional Exhaustion on Loyalty**

Emotional exhaustion does not affect loyalty. The level of loyalty of female workers is not influenced by emotional exhaustion but by other factors. This shows that women, who are usually easily carried away by emotions in determining their attitude decisions, do not determine their loyalty by emotional conditions. This result does not align with studies by Gustina et al. (2022); Sihaloho & Indawati (2021; Wayan et al. (2015).

**The Influence of Work-life Balance on Loyalty**

WLB influences loyalty by 48%, indicating that an improvement in WLB is associated with an increase in loyalty. This finding aligns with the assertions made by Pangemanan et al. (2017a) who noted that the implementation of WLB programs leads to several positive outcomes. These include reduced absenteeism and tardiness, enhanced productivity, greater employee commitment and loyalty, higher customer retention rates, and a decrease in employee turnover. This suggests that fostering a healthy balance between work and personal life not only benefits employees in terms of their well-being and job satisfaction but also contributes significantly to organizational loyalty and effectiveness.. The dominant factor loading for this variable is the statement from female workers who feel difficulty in completing office tasks, studies, and family simultaneously. This result aligns with studies by Ariyani et al. (2022); Hawa & Nurtjahjanti (2020); Liu et al. (2021).

**The Influence of Time Pressure on Work-life Balance and Loyalty**

Time pressure has an indirect effect on loyalty through WLB, with a -20.00% impact. This suggests that time pressure alone does not directly influence loyalty. However, when WLB acts as a mediator, time pressure does affect loyalty. Essentially, if female workers face time pressure but maintain a balanced work-life scenario, allocating sufficient time for family, friends, and personal interests, they are more likely to remain loyal to the company. This highlights the importance of WLB in mitigating the negative effects of time pressure on employee loyalty, underlining the role of a supportive work-life balance in fostering loyalty among employees experiencing high levels of time pressure.

**The Influence of Emotional Exhaustion on Work-life Balance and Loyalty**

Emotional exhaustion does not affect loyalty through WLB. According to Indradewa & Ayung (2023) Burnout, which is a state of physical, mental, and emotional exhaustion caused by chronic stress from daily activities, and is characterized by symptoms such as fatigue and low work motivation, does not impact loyalty through Work-Life Balance (WLB). This suggests that the presence of burnout symptoms in an individual does not necessarily influence their loyalty to the company through their work-life balance. It indicates that the relationship between experiencing burnout and maintaining loyalty might be complex and not directly mitigated by achieving a balance between work and personal life. Other factors could play a significant role in determining an employee's loyalty under conditions of burnout.

**Conclusion and Future Direction**

Given the negative impact of time pressure on Work-Life Balance (WLB) by -43.4% and its subsequent influence on loyalty through WLB by -20.00%, it's clear that addressing time pressure is crucial for enhancing both WLB and loyalty. Reducing time pressure can effectively improve WLB by alleviating the workload and stress experienced by employees in their job tasks. This can involve strategies such as adjusting deadlines, redistributing tasks to ensure a more manageable workload, and providing support or resources to help employees work more efficiently.

Improving WLB is also directly linked to increasing loyalty, as evidenced by the 48% effect WLB has on loyalty. Efforts to enhance WLB could focus on ensuring employees do not face excessive and overwhelming work demands simultaneously. This can be achieved through careful planning of work assignments, offering flexible work arrangements, and encouraging a supportive work culture that values and respects personal time and commitments outside of work.

To boost loyalty, a dual approach of enhancing WLB and reducing time pressure is recommended. This involves not only easing the demands placed on employees in terms of deadlines and workload but also actively fostering an environment where employees can achieve a healthy balance between their work and personal lives. Specifically, efforts should be made to reduce time pressure in completing tasks, allowing female workers—and all employees in general—the necessary time for their families, friends, and personal interests. This comprehensive approach can lead to a more engaged, committed, and loyal workforce.Top of Form

**Implication**

The results of this study can be used as input in the formulation of company strategies to increase the loyalty of female workers, seen from the factors of time pressure, emotional pressure, and WLB.

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