

The Influence of Leadership Style and Workload on Loyalty with *Work Life Balance Mediation* at Ananda Purwokerto Hospital

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ABSTRACT

This study aims to analyze the influence of leadership style and workload on employee loyalty with *work life balance* as a mediating variable at Ananda General Hospital Purwokerto. A quantitative approach is applied in using *Structural Equation Modelling (SEM)* with the SmartPLS application. The population of this study is all employees (medical and administrative personnel). Sampling was done using saturated sampling techniques with a sample of 201 employees. The results of the analysis show that leadership style, workload, and *Work-life Balance* partially have a positive and significant effect on Loyalty. *Work-life Balance* can mediate the relationship between the Leadership Style variable and Employee Loyalty, and *Work-life Balance* can mediate the relationship between the Workload variable on Employee Loyalty.

INTRODUCTION

Hospitals are health service institutions that have a vital role when it comes to providing medical, nursing, and rehabilitation services to the community. Also, the hospital also has a function as a place to handle health conditions that require special attention and intensive care, as well as an education center for medical personnel. Thus, hospitals are not only a place for treatment, but also play a role in improving the quality of life of the community in professional and integrated services (Ministry of Health of the Republic of Indonesia, 2019). Employees are human resources that are important to hospitals because their energy, abilities, and creativity are needed to achieve organizational goals. (Novia et al., 2020). Therefore, efforts to maintain employee loyalty are a priority in order to prevent *turnover intentions* that negatively impact operations (Juwita & Khalimah, 2023).

Ananda Hospital is one of the private hospitals in Purwokerto. Established on February 20, 1989 under the Sutari Foundation as a Mother and Child Hospital, Ananda Hospital obtained a temporary permit on December 26, 1990 and a permanent permit on May 24, 1993. The hospital evolved into a General Hospital on May 24, 1995 thanks to the dedication of its employees. Ananda Hospital is currently a type C hospital and provides complete health services, including home care for residents of Purwokerto and its surroundings. Its inpatient facilities consist of Edelweis Ward (15 beds), Gerbera (33), Dandelion (9), and Catelya (17), for a total of 104 beds, including intensive care units and additional units. (Ananda Hospital).

Employee loyalty contributes to increased productivity, reduced *turnover* rates, strengthened discipline, improved work morale, and reduced complaints, all of which support organizational growth and sustainability (Bagis & Adawiyah, 2022). According to (Shangze, 2024), it is emphasized that organizational commitment plays an important role in aligning employees' personal goals with organizational goals. The higher the organization's commitment, the stronger the employee loyalty, which ultimately has a positive impact on organizational performance. (S. Chen et al., 2022) added that the length of an employee's tenure can be an indicator of loyalty, as it reflects an individual's commitment to continue contributing in the long term. This is reflected in the distribution of the length of the employee's working life, where the percentage of employees in the 1-10 year working period is around 71.1%. As for employees with a working period of 10-20 years, around 16.9%, and employees with a working period of more than 20 years are around 3.4%. (Distribution data of Ananda Purwokerto Hospital).

Leadership style plays a role in shaping employee loyalty (Koroh et al., 2023), workload (Raihan & Wulandari, 2024), and *work-life balance* (Bagis & Adawiyah, 2022). Leadership style is the behavior that is carried out and shown by a leader in giving direction to his subordinates with a sense of trust in his subordinates (Jayanti & Wati, 2019). Leadership style is a factor that plays an important role in shaping employee loyalty. The application of the right and effective leadership style not only increases loyalty, but also supports the optimal achievement of organizational goals in a harmonious working relationship

between leaders and employees (Gunawan & Thoha, 2023). An open and communicative leadership style is able to build strong relationships between superiors and subordinates. Employee participation in decision-making as well as mutual trust formed within the organization contributes significantly to increasing employee loyalty (Dewi & Mashar, 2019). The results of the study (Laksana & I Nyoman, 2024), (Sekar et al., 2024), (Koroh et al., 2023) show that leadership style has a significant positive influence on employee loyalty. However, there are other research results from (Ningrum & Purnamasari, 2022) that state that leadership style does not have a significant influence on loyalty.

Another factor that can affect loyalty is workload. Workload is a number of tasks entrusted to employees by superiors to be completed according to their abilities, so that they can be accounted for and support work effectiveness in the organization (Herawati et al., 2021). The workload for each employee must be adjusted to each person's physical and mental capacity. One way to increase employee loyalty is when you will pay attention to the workload. To have high employee loyalty, organizations must know the state of employees in carrying out their duties. An employee's workload is the total number of tasks and procedures they must complete (Vanchapo, 2022). The results of the study (Raihan & Wulandari, 2024), (Nur et al., 2021), (Jessica & Susanto, 2022), (Prabowo et al., 2025) show that workload has a significant positive effect on employee loyalty, but there are other research results from (Usniarti & Nuvriasari, 2024) which gives a statement that workload has no significant impact on loyalty.

One of the problems that arise due to the workload is *the work-life balance* of employees, where a high workload can disrupt *work-life balance* but can also have a positive impact if it is considered a challenge and motivation, if employees are able to face these challenges, it can increase their self-satisfaction, so that *work-life balance* is maintained (Syihabudhin et al., 2020). Based on research (Syihabudhin et al., 2020), (Natanael et al., 2023), (Zahra et al., 2023) workload has a significant positive influence on *work-life balance*. However, there are other research results from (Kusumawati, 2024) that state that workload has a negative impact on *work-life balance*.

Leadership style can affect an employee's *work-life balance*. The higher the appreciation and motivation of leadership towards their subordinates to produce good results and build capacity, the better the ability to *work-life balance*. Employees who achieve a *work-life balance* tend to produce better performance, feel satisfied, and be more loyal to the company. Balancing work and personal life has a positive impact on employees and organizations, increasing employee attachment and dedication to work (Hayati, 2022). Based on research (Hayati, 2022), (Dewansyah et al., 2024) leadership style has a significant positive influence on *work-life balance*.

Work-life balance has an important role when it comes to increasing employee loyalty. By recognizing the importance of *work-life balance* and implementing initiatives that support employees' personal needs, organizations can create a positive work environment that fosters loyalty, job satisfaction, and productivity by continuously adapting and evolving these practices,

organizations can effectively meet the changing needs and expectations of their workforce, ultimately leading to long-term success (Qi et al., 2024). The results of research (Alawiyah & Dharmaputra, 2024), (Marhalinda & Supiandini, 2022), (Bagis & Adawiyah, 2022), (Qi et al., 2024) have a significant positive influence on employee loyalty. However, unlike the research made (Dewi & Rina, 2024), it is stated that *work-life balance* has not been proven to affect employee loyalty.

Optimal work-life balance can be achieved with the support of a flexible and supportive leadership style, considering that leadership style has a significant role in increasing employee loyalty in creating a *work-life balance* (Hsu et al., 2023). Serta (Sumantri & Mujiati, 2023), also revealed that if *work-life balance* has a positive influence on loyalty, employees who can manage *work-life balance* tend to be more loyal. Conversely, an imbalance can decrease loyalty, while a good balance increases satisfaction and attachment to the company. . Based on research (Vanesa et al., 2022) and (Sumantri & Mujiati, 2023), work life balance can be an indication of mediators in the relationship between the implications of leadership style and employee loyalty.

The higher the workload borne by employees, the greater the impact on *work-life balance*. Research (Natanael et al., 2023) provides clues that workload has a direct impact on *work-life balance*, which in turn influences employee loyalty. (Pramudita, 2024) added that adjusting workload to employee abilities can increase loyalty because it reduces fatigue and a sense of disadvantage. Based on research (Basem et al., 2022) and (Dey, 2023) that work-life balance can be an indication of mediators in the relationship between workload implications and employee loyalty.

This study aims to analyze the role of *work-life balance* mediation in the relationship between leadership style and workload on employee loyalty at Ananda Purwokerto Hospital. This research is a development of a research (Laksana et al., 2024) with the title The Influence of Leadership Style on Employee Loyalty. The difference in the previous study was that the object of the study was in the hospitality sector while the object of this study was in hospitals and other differences added the variables of workload (Natanael et al., 2023) and *the mediation of work-life balance* (Bagis & Adawiyah, 2022).

LITERATURE REVIEW

Social Exchange Theory (SET)

Social Exchange Theory (SET), which was introduced by George Homans in the 1950s and developed by (Blau, 2017), Social behavior is formed as a result of mutual interaction or the process of exchange between individuals. Individuals act rationally to maximize gains and minimize losses in social interactions (Cropanzano & Mitchell, 2014). Relationships between individuals and with organizations are based on the principle of reciprocity, which is the reciprocal exchange of material (such as salary) and non-material benefits between recognition and trust (Ahmad et al., 2023). This theory is generally applied to analyze the relationship between individuals and organizations, especially when researching the phenomenon of employee loyalty.

Loyalty

Employee loyalty is an employee's commitment and readiness to remain loyal to the company where they work, which is reflected in the willingness to stay in the organization (Juwita & Khalimah, 2023). Employee loyalty is a crucial factor for companies, especially for courageous employees who remain loyal to the company no matter how the company is doing (Mahayuni & Dewi, 2020). Employee loyalty indicators in this study were adapted from (Chen et al., 2022) including pride in the company, intention to stay, active involvement, and commitment to career paths.

The Influence of Leadership Style on Work-Life Balance

Leaders who prioritize the development and well-being of their employees by fostering cohesive relationships and nurturing their talents and skills have a significant impact on increasing employee engagement and loyalty. This, in turn, inspires employees to take responsibility for their work, fulfill their responsibilities, and deliver exceptional performance (Yondonrenchin et al., 2023). A leader is able to provide encouragement and inspiration to his team to achieve optimal performance and develop professionally, which also contributes to the increase in employees' ability to maintain a balance between work demands and personal challenges. (Hayati, 2022). According to the SET principle, when leaders give instructions for support and care, employees tend to respond with a positive attitude, including achieving a *work-life balance*. Indicators of leadership style according to Handoko (2011) in (Sembiring & Sitanggang, 2022) Ability to make decisions, motivate, communicate, control subordinates, responsibility.

The results of the study (Hayati, 2022), (Dewansyah et al., 2024) show that leadership style has a significant positive influence on *work-life balance*.

H1: Leadership Style has a positive and significant influence on *Work-Life Balance*.

The Effect of Workload on Work-Life Balance

Workload is the quantity of tasks that must be completed by an employee of a company within a certain period of time (Vanchapo, 2022). The impact of workload on *work-life balance* is an important concern for employees and organizations. Maintaining a balanced workload is very important for achieving a harmonious *work-life balance*, which supports personal well-being and can increase performance productivity in the workplace (Malik, 2023). Maintaining a balanced workload can help individuals achieve a better *work-life balance*, support personal well-being, and increase productivity in the workplace (Sharkey, J., & Caska, 2019). In accordance with the SET principle, organizational support for a fair workload encourages a positive response from employees, including *achieving a work-life balance*. According to Koesmowidjojo (2017) in (Dawam & Setiawan, 2022) several indicators of working conditions, time utilization, and goals that must be achieved can be used to determine workload. Hasil penelitian (Syihabudhin et al., 2020), (Natanael et al., 2023), (Zahra et al., 2023), (Fuadiputra & Rofida, 2021) jika beban kerja punya pengaruh positif signifikan terhadap *work life balance*.

H2: workload has a positive and significant effect on *Work-Life Balance*.

The Influence of Leadership Style on Employee Loyalty

Leadership style is the pattern of a leader's attitude and ability to influence, direct, and control subordinates to achieve organizational goals (Sembiring & Sitanggang, 2022). Effectively implemented leadership plays a role in encouraging and motivating employees to contribute optimally to the achievement of individual and organizational goals (Jaenudin et al., 2020). Also, the application of a leadership style that is appropriate and accepted by employees can increase loyalty levels, as well as form a sense of attachment and love for work and the company (Jaenudin et al., 2020). As per the SET principle, when leaders treat employees with respect, equality, and encouragement. Employee loyalty to the organization and its leaders will increase as a result. The results of the study (Kusumah et al., 2022), (Koroh et al., 2023), (Yondonrenchin et al., 2023) show that leadership style has a significant positive influence on employee loyalty.

H3: Leadership Style has a positive and significant influence on Employee Loyalty.

The Effect of Workload on Employee Loyalty

Workload is a factor that influences employee loyalty. If the workload is adjusted to the employee's abilities and the company's demands, it can increase loyalty because employees do not feel overburdened (Pramudita, 2024). Workloads that are perceived as challenges can also trigger motivation to achieve organizational goals (Spagnoli et al., 2020). A standard workload will foster a sense of responsibility, which encourages employees to give loyalty instructions on completing their tasks (Herawati et al., 2021). As per the SET principle, an acceptable and balanced workload, employees are more likely to hint loyalty to the company when they are confident that they are being treated well. Research results (Raihan & Wulandari, 2024), (Maftukah et al., 2024), (Pramudita, 2024), (Herawati et al., 2021) if workload has a significant positive influence on employee loyalty.

H4: Workload has a positive and significant influence on Employee Loyalty.

The Effect of Work-Life Balance on Employee Loyalty

Work-life balance is stability in managing time and energy between work and personal struggles, such as family, social, hobbies, and personal well-being (Malik, 2023). Employees who have a *work-life balance* tend to be more satisfied and have high loyalty to the organization (Fuadiputra & Rofida, 2021). (Qi et al., 2024) states that support for this balance strengthens employees' bonds with the company, encourages them to stay longer and provides high dedication incentives, which positively impacts organizational productivity and performance. According to the SET principle, when an organization supports a *work-life balance*, its employees will respond by being loyal to the company for the long term. According to Fisher, et al (2003) in (Bagis & Adawiyah, 2022) Work-life balance can be measured through a number of indicators, including the three main indicators *Time balance*, *Involvement balance*, and *Satisfaction balance*.

The results of the research (Alawiyah & Dharmaputra, 2024), (Marhalinda & Supiandini, 2022), (Bagis & Adawiyah, 2022) show that *work-life balance* has a significant positive influence on employee loyalty.

H5: *Work-Life Balance* has a positive and significant influence on Employee Loyalty.

The Role of Work-Life Balance Mediation on the Influence of Leadership Style on Employee Loyalty

An effective leadership style plays an important role in creating a *work-life balance* in providing a flexible work environment and supporting the needs of employees (Hastuti & Sultan, 2025). How leaders act and the qualities they possess play an important role in building employee loyalty and increasing engagement (Yondonrenchin et al., 2023). A leadership style that openly fights for *work-life balance* can communicate to employees that their well-being as a whole is an organizational priority (P. Chen, 2019) can be stated as an increase in loyalty because employees feel valued and supported both professionally and personally. As per the SET principle, a leadership style that supports *work-life balance*, employees will respect each other, which in turn motivates employees to be loyal as a form of constructive reciprocity. Research made (Vanesa et al., 2022) and (Sumantri & Mujiati, 2023) indicates that *work-life balance* can function as a mediator in the relationship between leadership style and employee loyalty.

H6: *Work-Life Balance* can mediate the influence of Leadership Style on Employee Loyalty.

The Role of Work-Life Balance Mediation on the Influence of Workload on Employee Loyalty

The company realizes that supporting employees to achieve *work-life balance* is very important, because it affects job satisfaction and performance. An appropriate workload, which is a demand that can still be managed, makes employees feel valued. This encourages their loyalty and commitment to the organization (Syihabudhin et al., 2020). Workloads are divided into two types, namely inhibiting loads and challenging loads (Spagnoli et al., 2020). Inhibiting burdens can cause stress, while challenging burdens encourage self-development. If employees view the workload as a challenge and are still able to maintain a *work-life balance*, then loyalty to the organization can still be maintained. According to the SET principle, manageable workload is seen as an organizational support measure. Employee loyalty increases when they are able to balance their personal and professional lives regardless of the demands of the job. Research made (Basem et al., 2022) and (Dey, 2023) indicates that *work-life balance* can function as a mediator in the relationship between workload and employee loyalty.

H7: *Work-Life Balance* can mediate the effect of Workload on Employee Loyalty.

The research framework image is as presented in the following image:

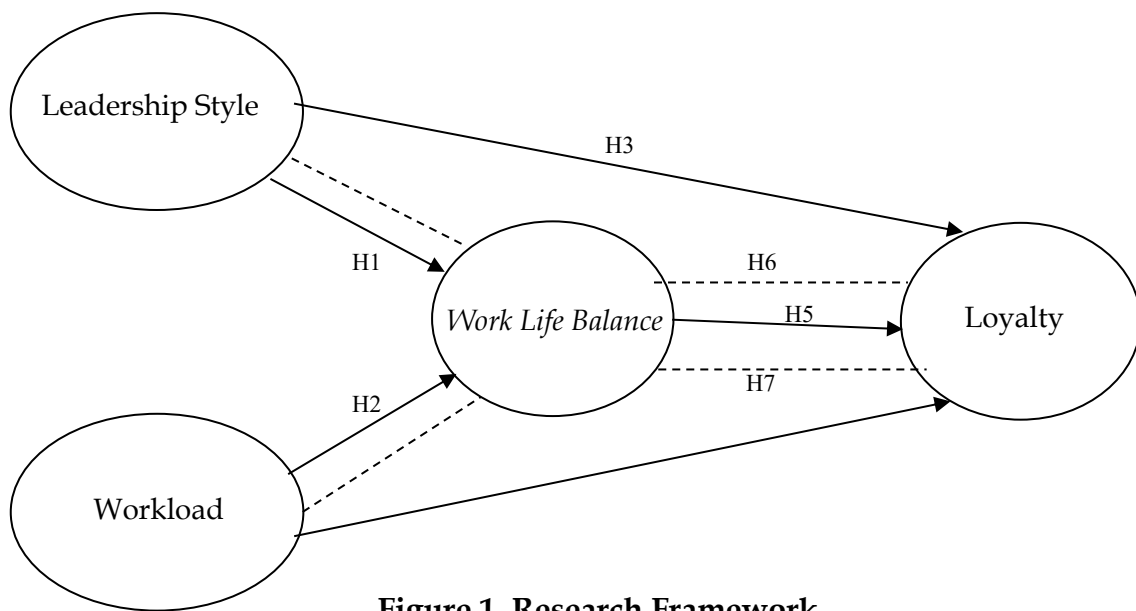


Figure 1. Research Framework

METHODOLOGY

This research is a *quantitative research*. The location of the research is in Purwokerto City with the object of research in the form of Ananda General Hospital. The population in this study includes medical and administrative employees of Ananda Purwokerto Hospital with a total of 201 employees, when using a saturated sampling approach, which is a method in which all members of the population are selected as samples in this study. The data collection process was carried out on the distribution of questionnaires in hard file (offline) and online using Google Form. The questionnaire uses a Likert scale of 1–5. The data analysis technique in this study, namely *Structural Equation Modeling* (SEM) uses SmartPLS as a tool to analyze data consisting of several stages, namely the evaluation of the measurement model (*outer model*) including the validity test of reliability, discrimination and evaluation of the structural model (*inner model*) with the *R Square* test, and hypothesis testing in the final stage.

RESEARCH RESULT AND DISCUSSION

Based on the data in Table 1, the majority of respondents are female, which is around 78.6%. This indicates that interpersonal qualities such as empathy, patience, and thoroughness in service management and administration are reflected in the large number of female employees in the health sector. Judging from the age group, the most respondents were in the age range of 20 to 30 years with a percentage of 57.2% of most employees at the beginning of their working period and productive age, who are generally more adaptable and ready to undergo the shift work system in hospitals. Meanwhile, judging from their working period, most of the respondents had work experience between 1 and 10 years, which was around 71.1%. The last level of education of the respondents was dominated by Diploma (D3) graduates with a proportion of around 49.2%.

Table 1. Respondent Characteristics

Category	Description	Sum	Percentage%
Gender	Man	43	21,39
	Woman	158	78,61
	Sum	201	100,00
Age	20–30 years	115	57,21
	30–40 years old	75	37,31
	40–50 years	9	4,48
	>50 years old	2	1,00
	Sum	201	100,00
Tenure	<1 year	17	8,46
	1–5 years	74	36,82
	5–10 years	69	34,33
	10–20 years	34	16,92
	>20 years old	7	3,48
	Sum	201	100,00
Final Education	SMP	5	2,49
	High School/Vocational School	35	17,41
	DIPLOMA	99	49,25
	BACHELOR	29	14,43
	POSTGRADUATE	3	1,49
	PROFESSION	30	14,93
	Sum	201	100,00

Source: Data processed, 2025

Evaluation of Measurement Models (Outer Model)

Based on Table 2, according to (Juliansyah, 2014) the indicator is *valid* if the value of outer loadings is > 0.70 , but in the early stages of research the loading value of 0.50 to 0.60 is still acceptable.

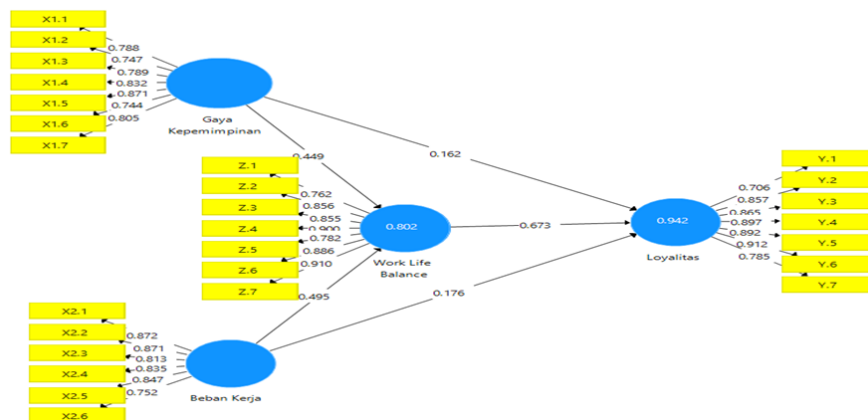


Figure 2. SEM-PLS model analysis results

Table 2. Value Outer loadings, Construct Reliability and Validity

Variabel	Measurement Items	Outer Loadings	Cronbach Alpha	Composite Reliability	AVE
Leadership Style	X1.1	0,788	0,907	0,924	0,636
	X1.2	0,747			
	X1.3	0,789			
	X1.4	0,832			
	X1.5	0,871			
	X1.6	0,744			
	X1.7	0,805			
Workload	X2.1	0,872	0,911	0,931	0,693
	X2.2	0,871			
	X2.3	0,813			
	X2.4	0,835			
	X2.5	0,847			
	X2.6	0,752			
Work-Life Balance	M1.1	0,762	0,936	0,949	0,726
	M1.2	0,856			
	M1.3	0,855			
	M1.4	0,900			
	M1.5	0,782			
	M1.6	0,886			
	M1.7	0,910			
Loyalty	Y1.1	0,706	0,933	0,947	0,718
	Y1.2	0,857			
	Y1.3	0,865			
	Y1.4	0,897			
	Y1.5	0,892			
	Y1.6	0,912			
	Y1.7	0,785			

Based on Table 2. The results of the construct reliability and validity test indicate that all variables have a composite reliability value and Cronbach's alpha is above 0.70 and AVE is above 0.50, which indicates that the variables in this study are reliable and valid (Hair et al., 2011). Thus, the research instrument is declared to have met good measurement criteria.

Table 3. Result Uji *Fornell-Larcker*

	Leadership Style	Workload	Loyalty	Work-Life Balance
Leadership Style	0,798			
Workload	0,800	0,833		
Loyalty	0,871	0,880	0,848	
Work-Life Balance	0,845	0,854	0,960	0,852

Based on Table 3. The results of the *Fornell-Larcker Criterion* test, all constructs have a higher square root value of AVE than the correlation between other constructs, so it can be concluded that the model has met the same discriminant validity in the criteria (Hair et al., 2011).

Structural Model Analysis (Inner Model)

Table 4. Result *R square*

	R Square	R Square Adjusted
Loyalty	0.942	0.941
Work-Life Balance	0.802	0.800

According to (Hair et al., 2011) the *value of R Square* is divided into three categories: ≥ 0.75 (high), ≥ 0.50 (medium), and ≥ 0.25 (low). Based on Table 4. The results of the analysis indicate that the Adjusted R Square value in the loyalty variable is around 0.941. This figure indicates that the combination of leadership style, workload, and *work-life balance* variables is able to explain 94.1% of the variation that occurs in employee loyalty. With this high percentage, it can be concluded that the model has a strong explainability. Meanwhile, in the *work-life balance variable*, the Adjusted R Square *value* was recorded at around 0.800, which means that the leadership style and workload variables together explain 80.0% variation in the work-life balance. This value also indicates if the model has a high degree of compatibility in explaining the relationship between variables.

Tabel 5. *Path Coefficients*

	Origin alSam ple (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Leadership Style → Work- Life Balance	0,449	0,468	0,067	6,700	0,000	Accepted
Workload → Work-Life Balance	0,495	0,478	0,067	7,348	0,000	Accepted
Leadership Style → Loyalty	0,162	0,156	0,065	2,499	0,013	Accepted

Workload → Loyalty	0,176	0,159	0,051	3,423	0,001	Accepted
Work-Life Balance → Loyalty	0,673	0,694	0,098	6,837	0,000	Accepted
Leadership Style → Work- Life Balance → Loyalty	0,302	0,325	0,065	4,661	0,000	Accepted
Workload → Work-Life Balance → Loyalitas	0,333	0,334	0,074	4,509	0,000	Accepted

Based on Table 5. Hypothesis testing relies on *p-values*. The hypothesis is considered to have an influence and significance if *the t-statistics* > 1.97 and *the p-value* < 0.05 (Hair et al., 2011). Showing if Leadership Style has a positive and significant influence on *Work Life Balance* (*T-statistics* = 6,700 > 1.97 and *P-value* = 0.000 < 0.05), until hypothesis 1 is accepted. Also, Workload has a *positive and significant* effect on *Work Life Balance* (*T-statistics* = 7.348 > 1.97 and *P-value* = 0.000 < 0.05), until hypothesis 2 is accepted. Leadership style has a positive and significant influence on Loyalty (*T-statistics* = 2.499 > 1.97 and *P-value* = 0.013 < 0.05), until hypothesis 3 is accepted. Workload has a positive and significant effect on Loyalty (*T-statistics* = 3.423 > 1.97 and *P-value* = 0.001 < 0.05), until hypothesis 4 is accepted. Finally, *Work Life Balance* has a positive and significant effect on Loyalty (*T-statistics* = 6.837 > 1.97 and *P-value* = 0.000 < 0.05), until hypothesis 5 is accepted.

The contribution of the influence of *Work-life Balance* as a mediating variable is known to be *T-statistics* = 4.661 > 1.97 and *P-value* = 0.000 < 0.05, indicating that *Work-life Balance* is able to mediate the relationship between Leadership Style and Loyalty until hypothesis 6 is accepted. The *T-value* = 4.509 > 1.97 and *the P-value* = 0.000 < 0.05, indicate that *the Work Life Balance* is able to mediate the relationship between Workload and Loyalty until hypothesis 7 is accepted.

DISCUSSION

The Influence of Leadership Style on Work-Life Balance

Research provides clues if leadership style has a positive and significant effect on *work-life balance*. Better relationships are usually formed by leadership that manages to understand and consider the goals of their subordinates (Cahyaningsih et al., 2025). The leader of RSU Ananda Purwokerto is always open to listening to the goals of his employees, which can improve the work-life balance. Because this can create a work-life balance and make employees feel recognized and valued, open communication between leaders and employees is also essential to achieving an optimal work-life balance. Along with *the Social Exchange Theory* (SET), which explains that when leaders give instructions to pay attention to employee aspirations, support *work-life balance*, and flexibility to

employee needs, employees will respond by increasing loyalty, and performance. These findings are in line with the research results (Hayati, 2022), (Dewansyah et al., 2024) which provide an explanation for whether leadership style influences *work-life balance*.

The Effect of Workload on Work Life Balance

The research provides clues if workload has a positive and significant effect on *work-life balance*. Employees of Ananda Purwokerto Hospital consider that their workload is equal to their abilities and responsibilities. This is very important to foster a positive and healthy work environment because employees who are motivated and feel valued will be better able to balance their personal and work lives. Along with *Social Exchange Theory* (SET), where employees who feel supported and treated fairly lead to higher engagement and greater job satisfaction, which ultimately strengthens *work-life balance* as a whole. These findings are in line with research (Syihabudhin et al., 2020), (Natanael et al., 2023), (Fuadiputra & Rofida, 2021) which provides an explanation of whether workload affects *work-life balance*.

The Influence of Leadership Style on Employee Loyalty

Research shows that leadership style has a positive and significant influence on employee loyalty. The leadership of Ananda Purwokerto Hospital has a transparent attitude in accepting all employee goals. This provides responsive leadership prompts and fosters positive interactions between superiors and subordinates, which ultimately increases employee loyalty in the workplace. One of the key elements in driving employee loyalty is a supportive work environment. Employee loyalty indirectly increases at Ananda Purwokerto Hospital due to the supportive work environment, good facilities, good relationships between colleagues, and leadership that pays attention to their needs. Along with *Social Exchange Theory* (SET), when leaders give instructions on caring attitudes, being open to employee aspirations and creating a positive work atmosphere, employees tend to reciprocate with an attitude of loyalty to Ananda Purwokerto Hospital. These findings are in line with studies (Kusumah et al., 2022), (Koroh et al., 2023), (Yondonrenchin et al., 2023) which provide an explanation for whether leadership style influences employee loyalty.

The Effect of Workload on Employee Loyalty

Research provides clues if workload has a positive and significant impact on employee loyalty. Employee loyalty can increase if the workload is given at the same time as their capacity and ability (Pramudita, 2024). At Ananda Purwokerto Hospital, a well-organized and distributed workload encourages the growth of a sense of responsibility, which ultimately shapes employee loyalty (Herawati et al., 2021). Along with *Social Exchange Theory* (SET), when employees feel that if Ananda Purwokerto Hospital provides a fair workload and pays attention to the balance between demands and capacity, employees will reciprocate the treatment with a positive attitude in the form of loyalty to the hospital. These findings are in line with the research (Raihan & Wulandari, 2024),

(Maftukah et al., 2024), (Pramudita, 2024), (Herawati et al., 2021) which provides an explanation of whether workload affects employee loyalty.

The Effect of Work Life Balance on Employee Loyalty

Research provides clues if *work-life balance* influences employee loyalty to be positive and significant. The balance between work and personal care is very important for hospitals that oversee medical staff and other professional staff because a high level of commitment and loyalty is required for success (Bagis & Adawiyah, 2022). Employees who feel comfortable with family hiddup activities tend to have a better hiddup balance. With the use of open communication, more flexible work schedules, and sufficient rest time, Ananda Purwokerto Hospital has been able to support work-life balance. Employee and hospital loyalty is strengthened and job satisfaction increases as a result of these efforts. When employees have work schedules that can be managed and evaluated periodically by Ananda Hospital, employees are able to maintain *work-life balance*, increase motivation, and strengthen loyalty to the hospital. Along with *Social Exchange Theory* (SET), employees who feel well are treated tend to reciprocate by increasing loyalty in return. These findings are in line with research (Alawiyah & Dharmaputra, 2024), (Marhalinda & Supiandini, 2022), (Bagis & Adawiyah, 2022) which provides an explanation of whether *work-life balance* affects employee loyalty.

The Influence of Leadership Style on Employee Loyalty on Work-Life Balance as a Mediation

Research suggests that *work-life balance* can mediate the relationship between leadership style and loyalty. The leadership at Ananda Purwokerto Hospital gave instructions for an open approach and was able to listen to the wishes of his subordinates, which indirectly fostered a sense of comfort and trust in the work environment. This approach can certainly contribute to developing employee loyalty to the institution. The ability to balance the demands of work and personal expectations is what makes balancing work very important in this situation. Employees at RSU Ananda Purwokerto become more productive and tend to be more loyal to their jobs because they believe that they have enough time for personal activities without sacrificing their ability to do their job well. A leadership approach that encourages flexibility in scheduling, recognizes the individual circumstances of employees, and is able to provide space for rest, directly reinforces a healthy work-life balance. Along with *Social Exchange Theory* (SET), the relationship between leadership and loyalty is determined not only by the leadership style itself, but also by the extent to which the leadership creates a work environment that allows for a balance between work and personal life. The results of this study corroborate the findings (Vanesa et al., 2022) and (Sumantri & Mujiati, 2023) which highlight the role of *work life balance* mediation on the influence of leader style on employee loyalty.

The Effect of Workload on Employee Loyalty on Work-Life Balance as a Mediation

Research suggests that *work-life balance* can balance workload to loyalty. A healthy *work-life balance* serves as an important bridge in strengthening the relationship between workload and loyalty. Employees at Ananda Purwokerto Hospital see the workload management in the hospital environment well, to give instructions on organizational effectiveness, the workload that is at the same time as abilities can also have an impact on the creation of a work-life balance. Realistic workload sharing and well-planned work schedules allow employees to stay productive without feeling like they're working too hard. Employees' work-life balance undoubtedly increases with this ultimately hinting at a high level of loyalty to the hospital. In line with *Social Exchange Theory* (SET), when hospitals pay attention to the balance between workload and work-life balance, employees tend to reciprocate the treatment with an attitude of loyalty, commitment, and optimal performance. The results of this study corroborate the findings (Basem et al., 2022) and (Dey, 2023) which highlight the mediating role of *work-life balance* in the influence of workload on employee loyalty.

CONCLUSIONS AND RECOMMENDATIONS

This study shows that leadership style and workload play a significant positive role in encouraging employee loyalty at RSU Ananda Purwokerto, both directly and through work-life balance. A supportive and communicative leadership style creates a work environment conducive to loyalty, while a balanced workload helps maintain a work-life balance, which in turn reinforces loyalty. Work-life balance has proven to be an important mediator. A balance between work and personal roles is an important factor in shaping employee loyalty to the organization.

To increase employee loyalty, management needs to implement a leadership style that supports open communication and pays attention to work-life balance. In addition, the workload must be adjusted to the individual's capacity so as not to cause stress. These two factors are proven to encourage the creation of work-life balance which plays a role in building loyalty and supporting the sustainability of the organization in the long term.

ADVANCED RESEARCH

This study has limitations, namely it only assesses employee loyalty from one perspective and is limited to the hospital sector at Ananda Purwokerto Hospital. To strengthen and expand the findings, it is recommended that further research include other related objects and variables such as job satisfaction (Cahyaningsih et al., 2025), *Work Environment* (Prabowo et al., 2025), or compensation (Pramudita, 2024) that are more relevant and affect employee loyalty.

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