



## **The Influence of Emotional Intelligence, Work-Life Balance and Leadership Style on Generation Z Employee Loyalty on PT View Indonesia**

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**Abstract**

**Background:** This research is motivated by the low level of loyalty among Generation Z employees, characterized by a high rate of job turnover and decreased organizational commitment. This condition is also observed in *PT View Indonesia*, which is dominated by Generation Z employees.

**Objective:** This study aims to empirically examine the influence of emotional intelligence, work-life balance, and leadership style on the loyalty of Generation Z employees at *PT View Indonesia*, as well as to identify the individual contribution of each variable to employee loyalty outcomes.

**Method:** The research employed a quantitative approach with data collected through questionnaires administered to 113 respondents using the saturated sampling method. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) through two stages: measurement model testing and structural model evaluation.

**Results:** The findings indicate that emotional intelligence, work-life balance, and leadership style each have a positive and significant influence on the loyalty of Generation Z employees.

**Conclusion:** The study concludes that these three variables are critical factors in enhancing the loyalty of Generation Z employees within the company.

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### **INTRODUCTION**

Employee loyalty has emerged as a critical global concern in the field of human resource management, particularly in today's era of rapid labor market changes and high workforce mobility (Preza, 2024). Research shows that employee loyalty is no longer solely driven by financial rewards but is increasingly shaped by psychological and social dimensions, including emotional intelligence, work-life balance, and leadership style. Generation Z, as the newest entrant to the labor market, exhibits distinct characteristics from earlier generations, placing greater emphasis on workplace flexibility, personal well-being, and a conducive organizational environment.

Demographically, Generation Z constitutes one of the largest and fastest-growing segments of the current workforce, making the question of their loyalty a strategically vital concern for organizations worldwide (Seyfi et al., 2024). Furthermore, multiple global workforce studies indicate that Generation Z employees demonstrate relatively lower organizational commitment and are significantly more inclined to switch employers within short timeframes, presenting a major challenge for companies seeking to retain talented human capital. Approximately 40% of Generation Z workers plan to leave their current employer within two years, underscoring the pervasive nature of this loyalty deficit.

The issue of low loyalty among Generation Z employees is a multifaceted problem rooted

in a range of internal and external influences (Lestari & Saputra, 2024). Among the most prominent is emotional intelligence, broadly understood as an individual's capacity to recognize and regulate their own emotions while also being attuned to the emotional states of others. Employees with limited emotional intelligence are more prone to stress mismanagement, encounter difficulties in cultivating positive working relationships, and tend to react adversely under occupational pressure. Equally important is the dimension of work-life balance; when employees feel that their professional responsibilities excessively encroach on their personal lives, the resulting fatigue and dissatisfaction can erode their loyalty to the organization. Leadership style constitutes another pivotal factor in this dynamic. Leaders who rely on rigid, top-down communication styles or fail to engage meaningfully with their teams risk diminishing employee comfort and reducing organizational attachment (Stanley, 2024). All three of these dimensions interact with one another and jointly serve as primary drivers in the formation and maintenance of employee loyalty.

The consequences of poor employee loyalty are far-reaching and significantly undermine organizational performance (Akanbi & Obafemi, 2024). A workforce marked by low loyalty tends to generate elevated turnover rates, which in turn drive up costs associated with hiring, onboarding, and training replacement personnel, while also destabilizing the company's day-to-day operations. Moreover, employees who lack commitment often deliver below-par performance, demonstrate weak alignment with organizational values, and contribute minimally to the company's long-term development goals. Over time, these conditions can substantially impede a company's growth trajectory and erode its competitive standing in an increasingly demanding business landscape. Consequently, identifying and addressing the root causes of employee loyalty is essential for crafting sound, evidence-based human resource strategies. Estimates that employee disengagement and turnover cost organizations globally up to \$8.8 trillion annually, equivalent to 9% of global GDP, reinforcing the urgent need for evidence-based loyalty enhancement strategies.

Emotional intelligence occupies a central position among the variables examined in this study due to its demonstrated relevance to workplace loyalty. Conceptualizes emotional intelligence as a cluster of competencies encompassing self-awareness, emotional self-regulation, internal motivation, empathic understanding, and social proficiency, all of which facilitate effective interpersonal functioning within organizational settings (Antonopoulou, 2024). Employees who score highly on these dimensions are generally more resilient in the face of work-related pressures, more adept at fostering collaborative relationships, and more deeply invested in their organizations. Work-life balance similarly plays a vital role, representing the degree to which employees successfully harmonize their professional demands with their personal and family responsibilities.

Achieving this balance contributes directly to employee well-being, satisfaction, and long-term organizational commitment. Leadership style, meanwhile, operates as an external catalyst that shapes employee attitudes and conduct. Transformational approaches to leadership, in particular, have been shown to strengthen employee motivation, build trust, and deepen employees' sense of belonging to the organization. These relationships are theoretically grounded in Social Exchange Theory Blau (2017), which holds that employees reciprocate organizational support with increased commitment and loyalty. Organizational Commitment Theory Hadi (2020) further explains affective, continuance, and normative dimensions of commitment. Transformational Leadership Theory provides the conceptual basis for how inspirational leadership fosters deeper organizational allegiance (Burns, 1978; Gistituati, 2025).

What distinguishes this study from prior research is its integrative approach, which simultaneously examines emotional intelligence, work-life balance, and leadership style within a unified analytical model specifically tailored to Generation Z employee loyalty. Earlier investigations addressed each of these variables in relative isolation and produced inconsistent or inconclusive findings, underscoring the need for a more holistic and integrated analysis. By synthesizing these three constructs into a single framework, this study aspires to advance both the theoretical foundations and the applied dimensions of human resource management scholarship. Prior studies have examined these variables in isolation on leadership, Salovey (1990) on emotional intelligence, Habibie (2026) on work-life balance—yielding inconsistent findings within the Indonesian service sector and Generation Z demographic context. This study

addresses that gap by integrating all three predictors in a unified PLS-SEM model applied specifically to Generation Z employees in a service company—a combination not previously explored in existing literature.

The practical urgency of this research stems from the pressing need to equip organizations with actionable strategies for retaining their Generation Z talent pools. PT View Indonesia, operating in the service and creative industries sector, is heavily reliant on the quality and continuity of its human resources to deliver value to its clients. The persistently high resignation rates observed year after year at the company signal deep-seated loyalty challenges that cannot be left unaddressed. Failure to resolve these issues in a timely manner risks compromising the organization's goal attainment and undermining its competitive position within the industry. This study therefore seeks to generate data-driven insights that can directly inform more effective retention strategies.

The primary objective of this study is to empirically examine and evaluate the extent to which emotional intelligence, work-life balance, and leadership style influence the loyalty of Generation Z employees at PT View Indonesia. More specifically, the study seeks to determine the individual and collective contributions of each independent variable to employee loyalty outcomes. The findings are intended to yield a thorough and nuanced understanding of the key determinants shaping the loyalty of Generation Z employees within this organizational context.

The expected contributions of this research span both theoretical and practical domains. On the theoretical side, the study adds to the growing body of literature on human resource management by deepening understanding of the factors that drive loyalty among Generation Z employees. On the practical side, the findings offer actionable guidance for PT View Indonesia's leadership in designing more targeted human resource interventions, particularly those aimed at cultivating emotional intelligence, promoting work-life balance, and adopting leadership styles suited to the preferences and expectations of Generation Z. Beyond this specific organizational context, the study also serves as a relevant reference for other companies confronting analogous challenges in managing and retaining their younger workforce.

## METHOD

This study adopted a quantitative research design with a descriptive-analytical orientation, aimed at constructing an empirical portrayal of the interrelationships among emotional intelligence, work-life balance, leadership style, and the loyalty of Generation Z employees. The research scope encompassed key dimensions of organizational behavior, with particular attention to the distinctive characteristics that define Generation Z as a workforce cohort. The study was structured to systematically capture real-world organizational conditions and translate them into data-driven insights for addressing employee loyalty challenges. This quantitative-descriptive framework enabled rigorous identification of variable relationships and fostered a comprehensive understanding of the factors that underpin employee loyalty in contemporary organizational settings.

The study population comprised all Generation Z employees working at PT View Indonesia, totaling 113 individuals who simultaneously served as the research sample through a saturated sampling approach. Primary data were gathered directly from respondents via a structured digital questionnaire administered through Google Forms. The instrument was developed based on theoretically grounded indicators across four constructs: emotional intelligence, work-life balance, leadership style, and employee loyalty. Each item was crafted to capture respondents' subjective perceptions and workplace experiences as objectively as possible. Data collection was conducted in a methodical and organized manner to uphold the accuracy and validity of the obtained data, thereby enabling an authentic reflection of actual field conditions.

Each construct was measured using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Emotional intelligence was operationalized through 10 items, covering self-awareness, self-regulation, motivation, empathy, and social skills. Work-life balance was assessed via eight items adapted. Leadership style was measured using 12 items, reflecting idealized influence, intellectual stimulation, individualized consideration, and inspirational motivation. Employee loyalty was assessed through 10 items adapted from (Poerwopoespito & Utomo, 2000). Data were collected from November 24–25, 2025, via Google Forms; all responses were validated

for completeness prior to analysis.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS version 3.0, following the two-stage procedure of (Hair et al., 2017). PLS-SEM was selected due to its suitability for predictive research, robustness with small-to-medium samples without normality requirements, and capacity to simultaneously evaluate measurement and structural model components. The analytical outputs were interpreted in an integrative manner to present a coherent account of Generation Z employee loyalty and its determinants. The ultimate aim of the study was to deliver strategic, evidence-based recommendations that companies can use to strengthen employee loyalty through targeted improvements in emotional intelligence management, work-life balance policies, and leadership effectiveness.

## RESULTS AND DISCUSSION

### Results

Data collection for this study was conducted by distributing questionnaires to all Generation Z employees at PT View Indonesia over the period of November 24 to November 25, 2025, using Google Forms as the digital platform. A total of 113 completed responses were retrieved, corresponding exactly to the total number of Generation Z employees at the company, representing a 100% response rate. The complete summary of the data collection results is presented in the following table:

**Table 1. Data Collection Results**

Remarks	Quantity
Questionnaires shared	113
<b>Returned questionnaires</b>	113
<b>Unreturned questionnaires</b>	0
<i>Response Rate</i>	100%

Source: Processed primary data (2025)

Descriptive analysis was employed to characterize the collected dataset without extending findings to broader populations or subjecting predetermined hypotheses to formal testing. The analysis utilized a score interval framework derived from the Likert scale used in the questionnaire, ranging from 1 to 5. Mean scores approaching 5 reflect highly favorable respondent assessments of the measured indicators. This interval approach was applied to assess the prevailing conditions across the four study variables, namely emotional intelligence, work-life balance, leadership style, and employee loyalty. Full-scale range calculations are provided in the appendix, while the following table presents a consolidated overview of each variable's descriptive results:

**Table 2. Summary of Scale Range Results**

No	Item	N	Minimum	Maximum	Red	Categories
1	TO	113	1	5	3,789	High
2	WLB	113	1	5	3,685	High
3	GK	113	1	5	3,988	High
4	LK	113	1	5	3,784	High

Source: Processed primary data (2025) Note: TO = Emotional Intelligence (Kecerdasan Emosional), WLB = Work-Life Balance, GK = Leadership Style (Gaya Kepemimpinan), LK = Employee Loyalty (Loyalitas Karyawan).

The descriptive summary in Table 2 reveals that the mean score for emotional intelligence stood at 3.789, placing it within the high category according to the score interval of 3.41–4.20 used as the classification benchmark in this study (refer to Table 4.1 for the complete interval calculation). The work-life balance variable recorded a mean score of 3.685, also falling within the high category of the same score range (3.41–4.20). Leadership style yielded the highest mean score at 3.988, likewise classified as high, while employee loyalty registered a mean of 3.784, equally within the high category. In aggregate, all four variables in this study fall within the 3.41–

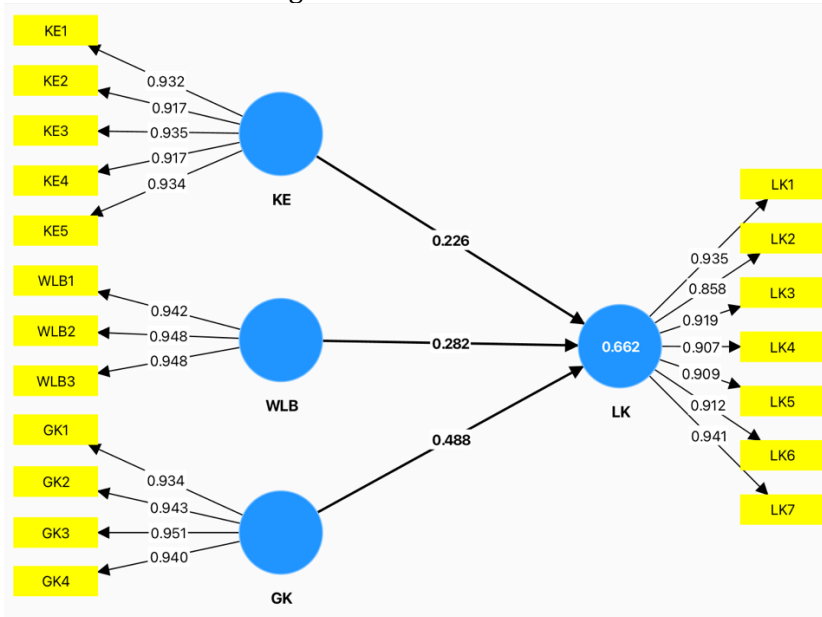
4.20 score interval, confirming their high-category classification, with leadership style emerging as the variable with the strongest average score.

The measurement model evaluation in this study is guided by three assessment criteria applied within the outer model framework. The outer model, also referred to as the outer relation or measurement model, specifies the linkage between each set of indicators and its corresponding latent variable. The results of each measurement model criterion are presented below:

a) Convergent Validity

Convergent validity in the measurement model is assessed by examining the strength of the association between each indicator’s score and the score of its corresponding construct. In PLS-SEM, convergent validity is established when the Average Variance Extracted (AVE) exceeds 0.50 (Fornell & Larcker, 1981) and when outer loading values are at or above 0.70 (Hair et al., 2017). Indicators with particularly high loading values are interpreted as the most influential gauges of the construct they represent. Convergent validity assessment in this study was conducted through an examination of the outer loadings output generated by SmartPLS.

Here are the results of the PLS-Algorithm:



**Figure 1.** Algorithm Results  
Source: SmartPLS Output Results

Figure 1 confirms that every variable indicator yielded a loading factor value at or above the 0.7 benchmark. This indicates that all indicators demonstrate satisfactory convergent validity and are considered reliable measures of their respective latent constructs.

b) Discriminant Validity

Discriminant validity assesses the extent to which latent constructs in a structural model are truly distinct from one another. In this study, discriminant validity was evaluated using the Fornell-Larcker criterion, which quantifies the correlation strength between a construct and its own indicators relative to its correlations with indicators of other constructs. Discriminant validity is confirmed when the Fornell-Larcker criterion value exceeds 0.7, or alternatively, when the square root of each construct’s Average Variance Extracted (AVE) surpasses its inter-construct correlation values within the model.

AVE quantifies the proportion of variance in a latent variable that is explained by its indicators. A construct is deemed to have adequate discriminant validity when the square root of its AVE exceeds the magnitude of its correlations with all other constructs in the model, indicating that the construct shares more variance with its own indicators than with those of other constructs. The following are the results of the Fornell-Larcker criterion scores in this study:

**Table 3.** Fornell-Larcker Criterion Value

Variable	Leadership Style	Emotional Intelligence	Employee Loyalty	Work Life Balance
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<b>Leadership Style</b>	<b>0,942</b>			
<b>Emotional Intelligence</b>	0,610	<b>0,927</b>		
<b>Employee Loyalty</b>	0,752	0,602	<b>0,912</b>	
<b>Work Life Balance</b>	0,446	0,278	0,563	<b>0,946</b>

Source: SmartPLS Output Results (2025)

Table 3 presents Fornell-Larcker Criterion values for each construct. Discriminant validity is confirmed when the square root of AVE for each construct (diagonal bold values) exceeds its correlations with all other constructs. As shown, all diagonal values surpass their respective off-diagonal correlations, confirming adequate discriminant validity for all constructs in the model.

The overall results indicate that emotional intelligence, work-life balance, and leadership style each recorded Fornell-Larcker values exceeding their respective inter-construct correlation coefficients. This finding affirms that emotional intelligence, work-life balance, and leadership style each possess adequate discriminant validity in the model. Consequently, these three constructs demonstrate sufficient capacity to distinguish themselves from one another, exhibiting low inter-construct correlations that qualify them as statistically independent variables.

*c) Composite Reliability*

Reliability assessment was undertaken to verify the precision, consistency, and stability of the measurement instruments employed across the study’s constructs. Within the PLS-SEM framework, reliability is evaluated using Cronbach’s alpha and Composite Reliability values. A construct is judged to be reliable when both its Composite Reliability and Cronbach’s alpha values exceed the 0.7 threshold. Together, these metrics reflect the degree to which a construct consistently and precisely measures the latent variable it is designed to represent. The Cronbach’s alpha and Composite Reliability results for all constructs in this study are presented in Table 4 below.

**Table 4. Composite Reliability Test**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability (rho_a)</b>	<b>Average Variance Extracted (AVE)</b>
<b>Leadership Style</b>	0,958	0,958	0,888
<b>Emotional Intelligence</b>	0,959	0,960	0,859
<b>Employee Loyalty</b>	0,966	0,968	0,832
<b>Work Life Balance</b>	0,941	0,942	0,895

Table 4 presents the results of the composite reliability testing for each construct variable in the study using Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) criteria. The results for each criterion are as follows:

**1) Cronbach's Alpha**

Cronbach's Alpha serves as a well-established index of internal consistency, with higher values reflecting greater measurement consistency across items. The accepted minimum threshold is 0.70. As shown in Table 4, the Cronbach’s Alpha values for all constructs surpass 0.70. Specifically, emotional intelligence recorded a value of 0.959, work-life balance registered 0.941, leadership style achieved 0.958, and employee loyalty attained 0.966. These results collectively demonstrate that all constructs in this study possess strong reliability, affirming their suitability for accurately and consistently measuring their respective latent variables.

**2) Composite Reliability**

Composite reliability represents an additional indicator of internal consistency, commonly applied in confirmatory factor analysis (CFA) contexts. Values should ideally exceed 0.70 to indicate adequate reliability. As shown in Table 4, all constructs in this study recorded composite reliability values above 0.70, confirming strong internal consistency across all constructs. Specifically, the Composite Reliability values were as follows: emotional intelligence = 0.960, work-life balance = 0.942, leadership style = 0.958, and employee loyalty = 0.968. These values confirm that all constructs demonstrate satisfactory internal consistency suitable for structural model analysis.

**3) Structural Model (Inner Model)**

After conducting the outer model test, the subsequent phase involves evaluating the inner model. The Structural Model Evaluation (Inner Model) pertains to the analytical phase within the Structural Equation Modeling (SEM) framework that assesses the directional relationships among constructs within the theoretical model. Structural model evaluation examines the inter-construct relationships, the R-square value, and the significance levels within the research model. In PLS-SEM, the structural model evaluation begins with an examination of the R-square value for each latent endogenous variable. Table 5 presents the R-square estimates obtained through the PLS analysis.

R-Square is a coefficient that indicates the proportion of variance in the dependent variable that is attributable to the independent variables, applicable in regression and Structural Equation Modeling (SEM) contexts. A higher  $R^2$  value signals a stronger model fit. The coefficient ranges from 0 to 1, where a value of 0 indicates that the predictors account for none of the variance in the outcome variable, while a value of 1 indicates complete explanation. The R-Square results for this study are as follows:

**Table 5. R-Square Test Results**

Variable	R-Square	R-Square Adjusted
Employee Loyalty	0,662	0,652

Source: SmartPLS Output Results (2025)

Based on Table 5 above, the R-Square value for the Employee Loyalty variable stands at 0.662, indicating that 66.2% of the variance in employee loyalty is collectively explained by the three independent variables in the model, while the remaining 33.8% is attributable to other factors not captured within the scope of this study. This result suggests that the predictors included in the model provide a substantial and meaningful explanation of the variation observed in the dependent variable. The remaining 33.8% of unexplained variance indicates that other factors not captured in this model—such as organizational culture, compensation satisfaction, career development opportunities, and employee engagement—may also contribute to Generation Z employee loyalty. Future research is encouraged to incorporate these constructs for a more comprehensive model.

Structural model testing was conducted to map and clarify the directional relationships among the study variables. This analysis was executed using PLS software, with hypothesis evaluation based on the path coefficient output values. A hypothesis is considered supported when the p-value falls below 0.05 (at a 5% significance level) and the t-statistic exceeds 1.960, thereby confirming a statistically significant effect of the exogenous variable on the endogenous variable. The complete hypothesis testing results are summarized in Table 6 below:

**Table 6. Hypothesis Testing**

Variable	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Emotional Intelligence (KE) -> Employee Loyalty (LK)	0,226	2,929	0,003
Work Life Balance (WLB) -> Employee Loyalty (LK)	0,282	2,635	0,008
Leadership Style (GK) -> Employee Loyalty (LK)	0,488	3,698	0,000

Source: SmartPLS Output Results (2025)

Within PLS-SEM analysis, each hypothesized relationship is statistically evaluated through a resampling simulation procedure, specifically the bootstrapping technique. The bootstrapping analysis yielded the following outcomes for each hypothesis:

**a. The Influence of Emotional Intelligence on Employee Loyalty.**

The hypothesis test examining the effect of emotional intelligence on employee loyalty produced a path coefficient of 0.226, with a p-value of  $0.003 < 0.05$  and a t-statistic of  $2.929 > 1.960$ . These statistical outcomes confirm that emotional intelligence exerts a statistically significant positive effect on employee loyalty, supporting the acceptance of H1.

**b. The Effect of Work Life Balance on Employee Loyalty.**

The hypothesis test for the effect of work-life balance on employee loyalty yielded a path coefficient of 0.282, a p-value of  $0.008 < 0.05$ , and a t-statistic of  $2.635 > 1.960$ . These findings confirm that work-life balance has a meaningful and statistically significant positive influence on employee loyalty, providing sufficient evidence to accept H2.

### **c. The Influence of Leadership Style on Employee Loyalty.**

The hypothesis test for the effect of leadership style on employee loyalty returned a path coefficient of 0.488, a p-value of  $0.000 < 0.05$ , and a t-statistic of  $3.698 > 1.960$ . These results confirm that leadership style has a statistically significant positive effect on employee loyalty, supporting the acceptance of H3.

## **Discussion**

### **Emotional Intelligence and Employee Loyalty**

The first hypothesis posits that emotional intelligence exerts a positive and significant effect on employee loyalty. Empirical testing yielded a path coefficient of 0.226, a p-value of  $0.003 < 0.05$ , and a t-statistic of  $2.929 > 1.960$ , all of which confirm a statistically significant relationship. On this basis, H1 is accepted, affirming that emotional intelligence is a meaningful predictor of employee loyalty at PT View Indonesia. This finding is consistent with previous studies by Novianti (2024) demonstrated a positive and significant relationship between emotional intelligence and employee loyalty. Employees who are emotionally intelligent possess a heightened capacity for self-awareness and emotional regulation, allowing them to manage workplace stress and interpersonal tensions more effectively.

This emotional resilience tends to cultivate more harmonious working relationships with supervisors and colleagues, which in turn reinforces employees' organizational commitment and loyalty. In practical terms, these results suggest that investing in the emotional intelligence development of employees can serve as an effective strategy for building a more loyal and stable workforce. From a theoretical perspective, this finding aligns with Social Exchange Theory (Blau, 2017): when organizations invest in employees' emotional capabilities, employees reciprocate with greater commitment and loyalty. Emotional Intelligence framework further confirms that self-regulation and empathy serve as mediating mechanisms through which emotional competence translates into organizational attachment (Hameli & Ordun, 2022).

### **Work Life Balance and Employee Loyalty**

The second hypothesis proposes that work-life balance positively and significantly influences employee loyalty. The hypothesis test returned a path coefficient of 0.282, a p-value of  $0.008 < 0.05$ , and a t-statistic of  $2.635 > 1.960$ , confirming that work-life balance does indeed have a statistically significant positive effect on employee loyalty. H2 is therefore accepted. These findings align with those reported by Kurniawati (2025) all of whom found that work-life balance positively and significantly predicts employee loyalty. Work-life balance captures the degree to which employees can allocate adequate time and energy to both their professional duties and their personal lives.

When employees perceive this balance as satisfactory, their sense of well-being and organizational attachment is enhanced, translating into greater loyalty. For Generation Z employees in particular, whose generational identity is closely tied to personal autonomy and life quality, a supportive work-life balance is not merely a preference but a critical factor shaping their decision to remain with an organization. From the employee's standpoint, work-life balance represents a deliberate approach to managing the competing demands of career and personal commitments, including family responsibilities. These findings align with Social Exchange Theory Shakir (2018) in which organizational provisions for work-life balance are perceived as support, triggering reciprocal loyalty behaviors. Utomo (2024) further confirm that perceived work-life balance directly enhances employee well-being and sustains long-term organizational commitment—particularly salient for Generation Z employees who prioritize life quality.

### **Leadership Style and Employee Loyalty**

The third hypothesis asserts that leadership style has a positive and significant effect on employee loyalty. The hypothesis test produced a path coefficient of 0.488, a p-value of  $0.000 < 0.05$ , and a t-statistic of  $3.698 > 1.960$ . These results confirm that leadership style is the strongest

predictor of employee loyalty among the three variables in this model, and H3 is therefore accepted. These results corroborate the findings of Firmansyah (2025), whose research in the Special Region of Yogyakarta identified a significant positive association between transformational leadership style and the loyalty of Generation Z employees. Their study found that as leaders increasingly demonstrate transformational qualities, employees respond with heightened loyalty and commitment; conversely, poor or uninspiring leadership is associated with declining loyalty levels.

Transformational leadership in this context was operationalized through four key indicators: idealized influence, intellectual stimulation, individualized consideration, and inspirational motivation. The relatively high path coefficient in the present study (0.488) underscores the critical role that leadership style plays in shaping the organizational allegiance of Generation Z employees. Organizations are therefore advised to implement structured transformational leadership development programs, with emphasis on inspirational communication, individualized mentoring, and intellectual empowerment. Supplementary initiatives such as regular feedback sessions, transparent career roadmaps, and participatory decision-making have been shown to be particularly effective in cultivating loyalty among Generation Z employees.

### CONCLUSION

This study demonstrates that emotional intelligence, work-life balance, and leadership style each exert a positive and statistically significant influence on the loyalty of Generation Z employees at PT View Indonesia. From a managerial perspective, organizations are specifically recommended to: (1) implement structured emotional intelligence training programs—such as self-awareness workshops and stress management coaching; (2) introduce flexible working arrangements and clear work-boundary policies; and (3) develop transformational leadership capabilities through mentoring programs and participatory management practices tailored to the expectations of Generation Z employees.

Specifically, this study extends Social Exchange Theory and Organizational Commitment Theory by demonstrating their joint applicability within the Generation Z workforce context—a demographic whose loyalty determinants have been undertheorized in existing HRM literature. By confirming the simultaneous predictive power of emotional, relational, and structural variables, this research provides a more comprehensive theoretical account of loyalty formation than single-variable models.

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