The Influence of Work-Life Balance Policy, Work Culture, and Managerial Support on Employee Retention in Creative Industries in West Java

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Article Info	ABSTRACT
	This study investigates the effect of work-life balance policies, work culture, and managerial support on employee retention in creative industries in West Java through quantitative analysis. A sample of 150 employees from various sectors within the creative industry participated in the study. Data were collected using structured surveys measuring perceptions of work-life balance policies, work culture, managerial support, and employee retention intentions. Structural Equation Modeling with Partial Least Squares (SEM-PLS) was employed to analyze the relationships between the variables. The results indicate significant positive relationships between work-life balance policies, work culture, managerial support, and employee retention intentions. These findings underscore the importance of fostering a supportive and conducive work environment in promoting employee retention within the dynamic landscape of the creative industries. The study contributes to the existing literature by providing insights into effective strategies for enhancing employee retention in creative industries in West Java.

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1. INTRODUCTION

The creative industries in West Java play a crucial role in economic growth and innovation, benefiting from the creativity and skills of their workforce [1]. However, despite the sector's vibrancy, a significant challenge faced is employee retention. Studies emphasize the importance of labor in the growth of the creative economy, highlighting the need to retain talented individuals [2]. Additionally, the financial constraints experienced by MSMEs in the creative industry, such as working capital management and access to credit, can impact their ability to retain skilled employees [3]. To address this challenge, it is essential for businesses in the creative sector to focus on factors like financial support, cost efficiency, and enhancing the financial literacy of owners to create a conducive environment for retaining talented workforce [4], [5].

In the dynamic landscape of creative industries, characterized by rapid innovation and constantly evolving consumer preferences [6], [7], retaining skilled and motivated employees is crucial for continued

success. Factors such as high work demands, irregular working hours, and high-pressure environments often lead to employee burnout and turnover [8]. To address these challenges, companies can adopt new approaches such as the "Retention Revolution," which focuses on employee engagement, development, and well-being to create a supportive work environment and reduce attrition [9]. In addition, enhancing managerial creativity and resilience through professional development programs can help managers cope with disruptions such as supply chain challenges during the pandemic, which can ultimately improve employee productivity and satisfaction [10]. Despite the challenges posed by disruptive technologies and global competition, investing in talent retention strategies is critical to the long-term success of the creative industries [11]–[15].

Amid the challenges faced by creative industries, organizations recognize the importance of developing a work environment that emphasizes employee well-being, professional development, and work-life balance [8], [16], [17]. Research underscores the importance of work-life balance policies, including flexible work arrangements and wellness programs, as important mechanisms to meet the diverse needs and aspirations of employees [18]. The COVID-19 pandemic has emphasized the need to support individual artists and freelancers in policy-making processes to ensure equitable development in the future [19]. In addition, the pandemic has also highlighted the role of the arts in supporting well-being and fostering community cohesion, emphasizing the importance of a more inclusive and sustainable industry in the future.

Organizational culture plays a pivotal role in shaping employee experiences and organizational outcomes. Research emphasizes that a strong organizational culture, encompassing shared values and norms, can lead to increased employee motivation and satisfaction [20], [21]. Studies also highlight the positive impact of organizational culture on employee engagement dimensions like vigor,

dedication, and absorption, fostering a sense of belonging and purpose within the organization [22]. Conversely, a toxic work culture can have detrimental effects, eroding morale and driving talented individuals away, underscoring the critical importance of a positive work environment characterized by transparency, collaboration, and support [23]. By aligning organizational culture with employee well-being and motivation, organizations can enhance productivity, retention, and overall success [24].

Effective leadership plays a crucial role in shaping employee experiences and perceptions, ultimately impacting employee engagement and retention. Research indicates that high-performance HR practices can lead to heightened job demands, potentially compromising employees' well-being, but this negative impact can be mitigated by managerial support [25]. Additionally, supportive leadership and supervisor voice behavior positively influence employee voice behavior, with trust in supervision mediating these relationships [26]. Empathetic leadership, particularly in culturally diverse settings like India, fosters strong relationships, increases engagement, and enhances job satisfaction among employees [27]. Moreover, perceived leader's support and performance feedback significantly correlate with employee engagement in Malaysian private hospitals, highlighting the importance of managerial support in enhancing employee engagement and organizational performance [28]. In essence, effective leadership practices emphasizing empathy, communication, and empowerment are vital for fostering a positive work environment, boosting employee morale, and ensuring long-term loyalty and retention.

Given these dynamics, it becomes evident that understanding the interplay between work-life balance policies, work culture, managerial support, and employee retention is essential for the sustainable growth and competitiveness of the creative industries in West Java. By exploring these factors through a quantitative lens, this research seeks to provide actionable insights that can inform organizational strategies and

policymaking efforts aimed at enhancing employee retention within this critical sector.

Against this backdrop, the overarching aim of this research is to investigate the effect of work-life balance policies, work culture, and managerial support on employee retention in creative industries in West Java. The specific objectives of the study include: (1) To assess the prevalence and effectiveness of work-life balance policies in creative industries in West Java. (2) To examine the relationship between work culture and employee retention within the context of creative industries. (3) To analyze the impact of managerial support on employee retention in organizations operating within the creative sector.

2. LITERATURE REVIEW

2.1 Work-Life Balance Policies

In the context of the creative industries, where demanding work schedules and high-pressure environments are prevalent, the implementation of effective work-life balance policies is crucial [29]. Research emphasizes that well-designed initiatives like flexible working arrangements, telecommuting options, and family-friendly policies significantly contribute to enhanced job satisfaction, employee well-being, and organizational commitment [30]. Additionally, studies highlight that access to flexible work arrangements leads to higher levels of job satisfaction, lower work-related stress, and better overall well-being, ultimately aiding in achieving a better work-life balance [31]. Furthermore, work-life balance policies, when provided with supervisor and organizational support, have been shown to reduce work-life conflict and increase positive appraisals of the organization, resulting in increased job satisfaction and enhanced control over work schedules [32], [33]. Thus, it is imperative to explore the nuanced relationship between work-life balance policies and employee retention within the context of West Java's creative industries [34].

2.2 Work Culture

Organizational culture significantly influences employee experiences, attitudes, and behaviors, ultimately impacting job satisfaction and retention. Studies have shown that a strong organizational culture, characterized by shared values, norms, and goals, enhances employee commitment and performance [35]. Additionally, research highlights the positive relationship between organizational culture and employee engagement dimensions such as vigor, dedication, and absorption, emphasizing the importance of a favorable culture in fostering engagement [21]. Furthermore, organizational culture plays a crucial role in shaping employee motivation, with a strong culture leading to increased personnel motivation and desired behaviors aligned with organizational goals [23]. Moreover, the cultural dimensions within an organization have been found to influence employee perceptions and attitudes towards their workplace, impacting organizational learning readiness and overall employee experiences [36]. Overall, a positive work culture, characterized by trust, collaboration, and recognition, not only fosters a sense of belonging but also contributes to higher levels of job satisfaction and retention, highlighting the pivotal role of organizational culture in shaping employee outcomes [24]. Therefore, investigating the relationship between work culture and employee retention within the context of West Java's creative industries can provide valuable insights into strategies for fostering a supportive and engaging work environment.

2.3 Managerial Support

Effective managerial support, encompassing empathy, communication, and mentorship, plays a crucial role in shaping employee experiences and perceptions, ultimately leading to higher levels of satisfaction, engagement, and retention [37]–[41]. Studies have shown that manager empathy positively influences employee innovative behavior, with guanxi mediating this relationship in Chinese organizations. Additionally, mentoring functions of health managers significantly predict job satisfaction

levels among healthcare workers, highlighting the importance of supportive managerial relationships. Furthermore, during the COVID-19 pandemic, managers transitioning to distance management experienced increased work demands but benefited from organizational support, which positively impacted their job satisfaction. Female managers, particularly at the middle management level, have been associated with better workplace resources and employee well-being, emphasizing the significance of transformational leadership behaviors. Lastly, in the Nigerian hospitality sector, managerial mentoring dimensions like idea clarification and attentiveness have shown a strong positive relationship with corporate vitality, underscoring the importance of

mentorship initiatives in enhancing organizational performance. Therefore, understanding the impact of managerial support on employee retention within the context of West Java's creative industries can offer valuable insights into leadership practices that promote employee engagement and loyalty.

2.4 Conceptual Framework

The conceptual framework outlines the theoretical foundation and interrelationships between key variables in the study. In this context, the conceptual framework for investigating the effect of work-life balance policies, work culture, and managerial support on employee retention in creative industries in West Java can be represented as follows:
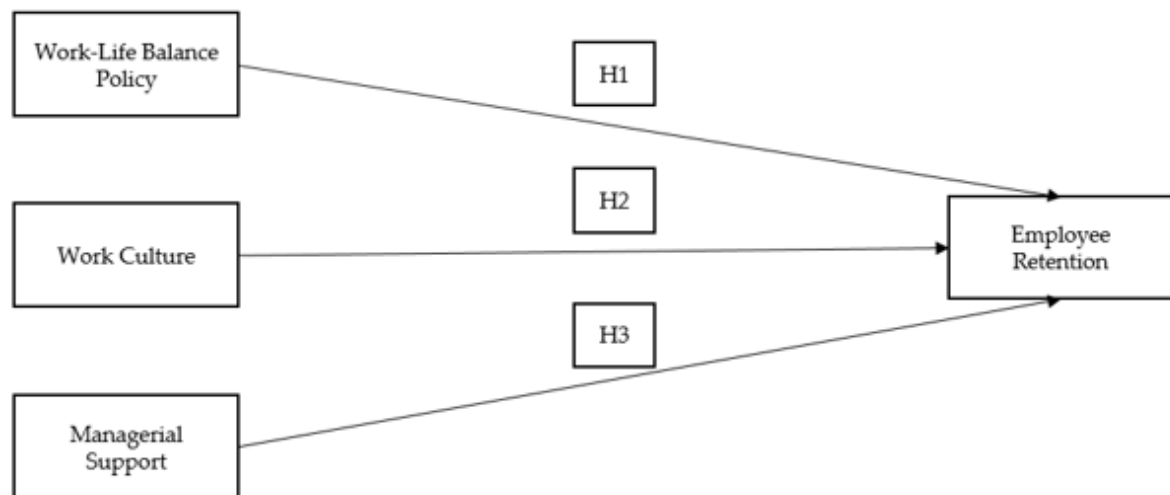

Figure 1. Conceptual Framework

The conceptual framework suggests that work-life balance policies, work culture, and managerial support directly influence employee retention within the creative industries. Work-life balance policies encompass initiatives such as flexible working arrangements and family-friendly policies, which aim to support employees in managing their professional and personal lives effectively. Work culture refers to the norms, values, and practices within an organization, including factors such as collaboration, recognition, and transparency. Managerial support encompasses leadership behaviors such as empathy, communication, and mentorship, which contribute to creating a supportive work environment. The

conceptual framework posits that these factors collectively impact employee retention by influencing employee satisfaction, engagement, and commitment to the organization.

Based on the conceptual framework, the following hypotheses can be formulated:

H1: Work-life balance policies positively influence employee retention in creative industries in West Java.

H2: Work culture positively influences employee retention in creative industries in West Java.

H3: Managerial support positively influences employee retention in creative industries in West Java.

3. METHODS

3.1 Research Design

This study employs a quantitative research design to investigate the impact of work-life balance policies, work culture, and managerial support on employee retention within the creative industries of West Java. Data will be collected through surveys distributed to employees across various sectors such as advertising, design, media, and entertainment. Surveys offer a structured approach to gather data on key variables while safeguarding participant anonymity and confidentiality. The target population comprises employees within West Java's creative industries, with a stratified random sampling method ensuring representation from diverse industry sectors. With a confidence level of 95% and a margin of error of 5%, a sample size of 150 employees will be selected to provide insights into the factors influencing employee retention in this dynamic sector.

3.2 Data Collection

Data will be collected through structured surveys administered electronically to the selected participants. The survey questionnaire will comprise items designed to measure the following variables:

- Perceptions of the effectiveness of work-life balance policies (flexible working hours, telecommuting options) on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).
- Assessment of organizational work culture (collaboration, recognition, transparency) on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).
- Perception of managerial support (availability, empathy, mentorship) on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).
- Employee retention intentions (likelihood of staying with the organization) on a 5-point Likert scale ranging from 1 (very unlikely) to 5 (very likely).

Participants will be provided with clear instructions regarding the purpose of the study, confidentiality of their responses, and voluntary nature of participation. Ethical considerations, including informed consent and data protection, will be strictly adhered to throughout the data collection process.

3.3 Data Analysis

The collected data will undergo analysis using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) 3, a robust statistical technique suitable for exploring complex relationships between multiple variables, aligning with the study's research objectives. The analysis will encompass several steps: firstly, data screening and cleaning to ensure dataset quality and reliability; secondly, assessment of the measurement model to evaluate the validity and reliability of survey instruments measuring latent constructs (work-life balance policies, work culture, managerial support, employee retention); thirdly, evaluation of the structural model to examine relationships between latent constructs and test proposed hypotheses; and finally, bootstrapping analysis to determine significance of path coefficients, estimating standard errors and confidence intervals.

4. RESULTS AND DISCUSSION

4.1 Descriptive Statistics

A total of 150 responses were collected from employees working in creative industries in West Java. The demographic characteristics of the sample population reveal a balanced representation across gender, with 50% male and 50% female participants, ensuring comprehensive representation and mitigating potential biases in study outcomes. In terms of age group distribution, the majority of participants

(40%) are aged between 26-35 years, followed by 36-45 years (26.67%) and 18-25 years (20%). While reflecting a predominantly young sample population, consistent with the demographics of the creative industry workforce, inclusion of participants across diverse age groups provides a nuanced perspective on the research topic. Regarding education level, 60% of participants hold Bachelor's degrees, with 23.33% possessing Master's degrees and 13.33% having a High School education. A smaller percentage (3.33%) hold Doctorate degrees. While the prevalence of Bachelor's degree holders aligns with typical employment qualifications in creative industries, the diverse educational backgrounds of participants enrich the study by capturing varied experiences and viewpoints.

4.2 Validity and Reliability

The measurement model assesses the validity and reliability of the constructs by examining the loading factors, Cronbach's alpha, composite reliability, and average variance extracted (AVE) for each variable.

Table 1. Validity and Reliability

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work-Life Balance Policy	WBP.1	0.884	0.905	0.940	0.840
	WBP.2	0.938			
	WBP.3	0.928			
Work Culture	WC.1	0.716	0.856	0.904	0.702
	WC.2	0.871			
	WC.3	0.896			
	WC.4	0.858			
Managerial Support	MS.1	0.669	0.761	0.864	0.683
	MS.2	0.896			
	MS.3	0.894			
Employee Retention	ER.1	0.746	0.892	0.921	0.701
	ER.2	0.883			
	ER.3	0.833			
	ER.4	0.866			
	ER.5	0.852			

The assessment of the measurement model demonstrates strong associations between observed indicators and latent constructs across all variables. For Work-Life Balance Policy (WBP), high loading factors (WBP.1, WBP.2, WBP.3) signify a robust association, with Cronbach's alpha (0.905) and composite reliability (0.940) exceeding recommended thresholds, ensuring internal and scale reliability. AVE (0.840) indicates significant variance. Similarly, for Work Culture (WC), high loading factors (WC.1, WC.2, WC.3, WC.4) indicate a strong association, with Cronbach's alpha (0.856) and composite reliability (0.904) ensuring reliability, and AVE (0.702) indicating convergent validity. In Managerial Support (MS), high loading factors (MS.1, MS.2, MS.3) show a strong relationship, supported by Cronbach's alpha (0.761) and composite reliability (0.864), with AVE (0.683) meeting the threshold. For Employee Retention (ER), high loading factors (ER.1, ER.2, ER.3, ER.4, ER.5) indicate robust association, with Cronbach's alpha (0.892) and composite reliability (0.921) ensuring reliability, and AVE (0.701) meeting the threshold for convergent validity.

4.3 Validity Discriminant

To assess the discriminant validity of the constructs, we examine the correlation matrix and compare the square root of the

average variance extracted (AVE) for each construct with the correlations between constructs.

Table 2. Validity Discriminant

	Employee Retention	Managerial Support	Work Culture	Work-Life Balance Policy
Employee Retention	0.837			
Managerial Support	0.832	0.827		
Work Culture	0.718	0.756	0.838	
Work-Life Balance Policy	0.717	0.714	0.708	0.817

Employee Retention exhibits discriminant validity from other constructs in the model, with correlation coefficients of 0.832 with managerial support, 0.718 with work culture, and 0.717 with work-life balance policy, all below 0.837, the square root of its AVE. Similarly, Managerial Support demonstrates discriminant validity, correlating at 0.832 with employee retention, 0.756 with work culture, and 0.714 with work-life balance policy, all below 0.827, the square root of its AVE. Work Culture also displays discriminant validity, correlating at 0.718 with

employee retention, 0.756 with managerial support, and 0.708 with work-life balance policy, all below 0.838, the square root of its AVE. Likewise, Work-Life Balance Policy shows discriminant validity, correlating at 0.717 with employee retention, 0.714 with managerial support, and 0.708 with work culture, all below 0.817, the square root of its AVE.
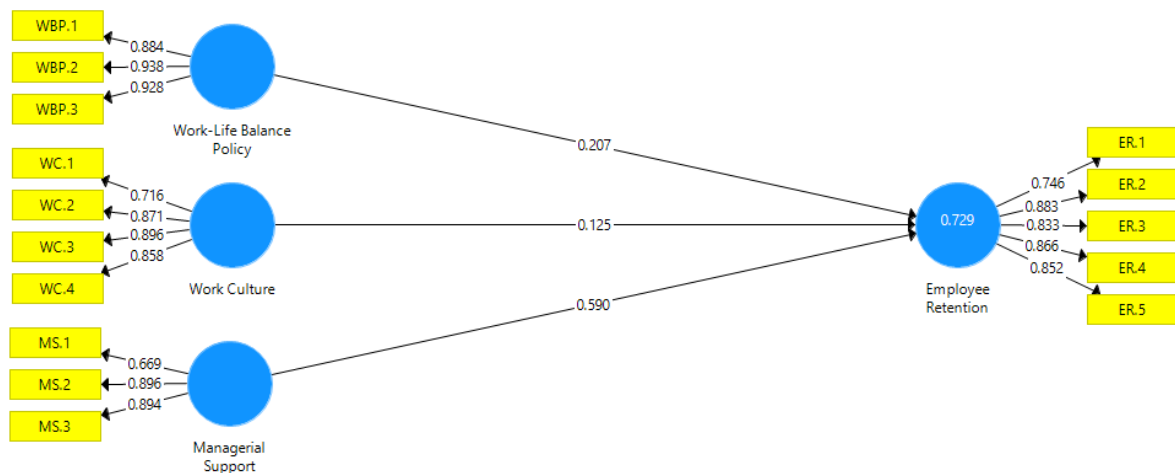

Figure 2. Model Internal

4.4 Model Fit

Model fit indices assess how well the proposed model fits the observed data.

Table 3. Model Fit

	Saturated Model	Estimated Model
SRMR	0.091	0.091
d_ULS	0.990	0.990
d_G	0.498	0.498
Chi-Square	326.833	326.833
NFI	0.784	0.784

The evaluation of model fit includes several indices. The Standardized Root Mean Square Residual (SRMR) measures the discrepancy between observed and implied

correlations, with a lower value indicating better fit; both the saturated and estimated models yield an SRMR of 0.091, indicating reasonably good fit. The measures d_ULS and d_G, gauging discrepancy between sample and implied covariance matrices, also suggest good fit, with both models yielding values of 0.990 and 0.498, respectively. The Chi-Square values for both models stand at 326.833, not providing significance but acknowledging its sensitivity to sample size. Additionally, the Normed Fit Index (NFI), assessing improvement compared to a null model, yields values of 0.784 for both models, suggesting a reasonable enhancement in fit.

Table 4. R Square

	R Square	R Square Adjusted
Employee Retention	0.729	0.722

The analysis of the coefficient of determination (R^2) reveals that approximately 72.9% of the variance in employee retention is explained by the independent variables included in the model, namely work-life balance policy, work culture, and managerial support. This finding suggests that the specified model accounts for a substantial proportion of the variability observed in employee retention within the study's context. Additionally, the R^2 adjusted value of 0.722 provides a more conservative estimate of the proportion of variance explained, adjusting for the number of predictors in the model. Although slightly lower than the R^2 value, the minimal difference between R^2 and R^2 adjusted indicates that the inclusion of multiple predictors does not overly penalize the model's explanatory power, suggesting robustness in explaining employee retention outcomes.

4.5 Hypothesis Test

Hypothesis testing assesses the statistical significance of the relationships between independent and dependent variables in a research model. The provided data includes the original sample values (O), sample means (M), standard deviations (STDEV), T statistics ($|O/STDEV|$), and p-values for three hypotheses related to the predictors (managerial support, work culture, work-life balance policy) and their effects on employee retention.

Table 5. Hypothesis test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ($|O/STDEV|$)	P Values
Managerial Support -> Employee Retention	0.590	0.585	0.093	6.362	0.000
Work Culture -> Employee Retention	0.325	0.328	0.099	4.272	0.000
Work-Life Balance Policy -> Employee Retention	0.407	0.412	0.089	5.327	0.000

The analysis reveals significant relationships between managerial support, work culture, work-life balance policy, and employee retention. Managerial support demonstrates a strong effect on employee retention, with an original sample (O) of 0.590, a sample mean (M) of 0.585, a standard deviation (STDEV) of 0.093, a T statistic ($|O/STDEV|$) of 6.362, and a p-value of 0.000. Similarly, work culture exhibits a significant impact on employee retention, indicated by an original sample (O) of 0.325, a sample mean (M) of 0.328, a standard deviation (STDEV) of 0.099, a T statistic ($|O/STDEV|$) of 4.272, and a p-value of 0.000. Additionally, work-life balance policy significantly influences employee retention, with an original sample (O) of 0.407, a sample mean (M) of 0.412, a standard deviation (STDEV) of 0.089, a T statistic ($|O/STDEV|$) of 5.327, and a p-value of 0.000. These findings underscore the importance of managerial support, work culture, and work-life balance policies in

enhancing employee retention within the context of the study.

DISCUSSION

The discussion section provides an opportunity to interpret and contextualize the findings of the study, considering their implications, limitations, and contributions to the existing literature. Here, we discuss the key findings related to the effect of managerial support, work culture, and work-life balance policy on employee retention in creative industries in West Java.

Effect of Managerial Support on Employee Retention

The hypothesis testing results reveal a statistically significant relationship between managerial support and employee retention. This finding underscores the crucial role of effective leadership in fostering employee engagement, satisfaction, and loyalty within the creative industries. Organizations that prioritize managerial support, including empathy, communication, and mentorship, are likely to experience higher levels of employee retention, contributing to overall organizational effectiveness and success [34], [42]–[44].

Research from various studies supports the notion that organizations emphasizing managerial support, such as empathy, communication, and mentorship, tend to observe increased levels of employee retention, thereby enhancing overall organizational effectiveness and success. Studies have shown that supervisory support positively influences employee retention by enhancing psychological empowerment and organizational citizenship behavior [45]. Additionally, the integration of human capital theory and organizational rewards research indicates that managerial experience can moderate the relationship between financial and non-financial rewards, impacting employee retention strategies [46]. Moreover, findings suggest that training and development programs, coupled with strong organizational support, play a crucial role in increasing employee competencies and intentions to stay within the organization, highlighting the significance of supportive environments in fostering retention [47].

Impact of Work Culture on Employee Retention

Similarly, the study demonstrates a significant relationship between work culture and employee retention. A positive work culture characterized by collaboration, recognition, and transparency fosters a sense of belonging and commitment among employees, leading to enhanced retention rates. Organizations that cultivate a supportive and inclusive work environment are better positioned to attract and retain top talent, driving innovation and competitiveness in the creative industries.

Organizations that prioritize developing supportive and inclusive work environments benefit in various ways. Research emphasizes the importance of fostering a collaborative culture and prioritizing employee well-being to create a healthier and more productive work environment [48]. Inclusive work environments lead to a sense of belonging, improve retention, and attract top talent, ultimately fostering innovation and competitiveness [49]. Studies show that perceived diversity and an inclusive organizational culture positively correlate with job satisfaction, highlighting the significance of diversity and inclusion in enhancing employee attitudes and organizational performance [50]. Additionally, creating a climate that appreciates diversity and fosters inclusivity can motivate employees towards higher organizational performance, indicating the positive impact of inclusion and diversity management on overall productivity [51]. By embracing diversity, promoting inclusivity, and prioritizing employee well-being, organizations can attract and retain top talent, drive innovation, and enhance competitiveness in the creative industries.

Influence of Work-Life Balance Policy on Employee Retention

The findings also highlight the importance of work-life balance policies in shaping employee retention within the creative sector. Employees who perceive their organizations as supportive of their work-life balance needs are more likely to remain

committed and satisfied, reducing turnover rates. Therefore, implementing effective work-life balance initiatives, such as flexible working hours and telecommuting options, can significantly impact employee retention and overall organizational performance.

Implementing effective work-life balance initiatives, such as flexible working hours and telecommuting options, can indeed significantly impact employee retention and overall organizational performance. Research has shown that flexible work arrangements (FWAs) positively influence work-life balance, leading to higher job satisfaction, lower stress levels, and better well-being [29]. Additionally, a good work-life balance enhances job satisfaction and employee retention among new generation employees, ultimately benefiting organizational outcomes [52]. Furthermore, the adoption of flexible working conditions, including telecommuting, has been linked to increased employee productivity, higher organizational performance, and improved work-life balance, reducing stress levels and enhancing well-being [53]. Studies have also highlighted that telecommuting can enhance job satisfaction, organizational commitment, and reduce turnover intention, contributing to talent retention strategies post-COVID-19 [54]. Therefore, integrating flexible work options can lead to a more engaged, motivated, and productive workforce, positively impacting both individuals and organizations.

Implications for Organizational Practice and Policy

The results of the study have practical implications for organizational leaders, policymakers, and human resource professionals in the creative industries. By prioritizing managerial support, fostering a positive work culture, and implementing supportive work-life balance policies, organizations can enhance employee retention, improve morale, and drive productivity. Additionally, investing in

leadership development programs and employee well-being initiatives can further strengthen organizational resilience and competitiveness in the dynamic landscape of the creative sector.

Limitations and Future Research Directions

While the study provides valuable insights into the factors influencing employee retention in creative industries in West Java, it is not without limitations. The cross-sectional nature of the research design limits causal inference, and the generalizability of the findings may be constrained by the specific context of the study. Future research could employ longitudinal designs to assess the long-term impact of organizational interventions on employee retention and explore additional factors that may influence retention outcomes.

5. CONCLUSION

In conclusion, this study provides empirical evidence of the critical role of work-life balance policies, work culture, and managerial support in influencing employee retention within the creative industries of West Java. The findings suggest that organizations that prioritize these factors are more likely to retain talented employees, foster innovation, and sustain competitive advantage in the marketplace. By investing in supportive work environments, organizations can create conditions where employees feel valued, engaged, and motivated to contribute to organizational success. The implications of this research extend to organizational leaders, policymakers, and human resource professionals seeking to enhance employee retention strategies in the dynamic and competitive landscape of the creative sector. Moving forward, further research could explore longitudinal designs and additional factors influencing employee retention to deepen our understanding of effective retention strategies in creative industries.

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