

THE INFLUENCE OF COMPENSATION AND WORK-LIFE BALANCE ON EMPLOYEE LOYALTY IN DOMARET LHOKEUMAWA CITY

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Abstract

The high employee turnover rate at Indomaret Lhokseumawe is thought to be caused by dissatisfaction with the compensation system and lack of work-life balance. This study used a quantitative approach with a survey method, involving 43 active employees from several Indomaret outlets. The results show that compensation and work-life balance have a positive and significant effect on employee loyalty. This means that the better the compensation system and the more work-life balance employees feel, the higher their loyalty to the company. The implication is that Indomaret management needs to strengthen compensation strategies and work-life balance policies in order to create a healthy, productive work environment and be able to retain employees in the long term.

Keywords : *Compensation, work-live balance and employee loyalty.*

INTRODUCTION

In the dynamic era of globalization, human resources (HR) have become a strategic factor in improving the competitiveness and success of companies. Major changes in the world of work, such as increased competition between companies, technological advances, and the complexity of work tasks, require companies to be more adaptive and innovative. According to Husni (2018), loyalty is a form of loyalty, devotion, and trust given to the organization based on feelings of love and responsibility. In an organizational context, loyalty is a very valuable intangible asset. Without loyalty, companies will face serious challenges such as high turnover rates, increased recruitment and training costs, and decreased team productivity. One of the main factors that influence employee loyalty is compensation. According to Hasibuan (2010), compensation is a reward received by employees in the form of money or goods as a contribution to the work performed. Meanwhile, according to Dessler (2015), compensation is the total of all forms of payment or rewards that employees receive as part of their working relationship with the organization. Compensation is not only in the form of salary or wages, but also includes bonuses, incentives, and various other forms of rewards, both direct and indirect.

When employees feel that the compensation provided is in accordance with their workload, skills and contributions, there will be a sense of appreciation and satisfaction at work. This sense of satisfaction is the foundation for long-term loyalty. In addition, work-life balance also affects employee loyalty. In the explanation of Febianti, C., et al (2022), work-life balance is the capacity of an employee to carry out responsibilities and commitments both in the context of work and personal life. In another view, Lockwood (2003) states that work-life balance is a condition of balance between the two main aspects of life, namely work and personal life. When an individual is able to balance both well, stress levels decrease, job satisfaction increases, and loyalty to the company tends to be stronger. This phenomenon shows that the compensation system implemented, especially regarding salary deductions due to operational errors, can affect employee loyalty. One of the problems with operational errors is that the pricing is not in accordance with what has been applied. On the other hand, mutation policies that require employees to work in locations far from their homes create challenges in maintaining work-life balance. So based on the above phenomenon, the authors are interested in studying more deeply about "The effect of compensation and work-life balance on employee loyalty Indomaret Lhokseumawe City". The formulation of the problem is to find out how compensation and work-life balance affect employee loyalty. In addition, there are also objectives of

this study to determine and analyze the effect of compensation and work-life balance on employee loyalty in Domaret Lhokseumawe city.

LITERATURE REVIEW

Compensation

In general, compensation is any form of reward given to someone in return for the work or contribution they have made in an organization or company. According to Elmi (2018) "compensation is a reward given by an organization or company to employees, which can be financial or non-financial, in a fixed period". In addition, according to William et al (1982) defines compensation as a reward for work received by an employee or employee or worker. From the various opinions above, it can be concluded that compensation is a reward given by the company to employees for the contributions they have made, both in the form of money (financial) and in the form of non-money (non-financial). Compensation is not just about numbers, but also includes forms of attention and support for employee welfare. There are also factors that affect compensation according to Hasibuan, M. (2020), namely (1) labor demand, (2) company willingness, (3) employee productivity, (4) cost of living, and (5) economic conditions. There are also indicators used according to Syafrizal, R. (2021), namely salary, bonus, incentives and indirect compensation.

Work-Life Balance

Work-life balance in general is a condition in which a person can balance the demands of work and personal life well. Work-life balance ensures that a person is not overburdened by work so that they still have time for family, hobbies, rest, and other personal activities. According to Schermerhorn (2005), work-life balance is a person's ability to meet the needs of work and family commitments in a balanced manner. This view emphasizes the importance of harmony between the two main aspects of life, namely professional and personal. An imbalance between the two can lead to stress, burnout, and a desire to resign from work. Furthermore, Fisher, et al (2009), explained that work-life balance includes how a person manages his time between work and other activities outside of work. In this process, there are individual behaviors that can be a source of conflict if not managed properly, but can also be a source of energy and motivation if the balance is achieved. From all the definitions above, it can be concluded that work-life balance is a condition in which individuals are able to carry out roles in work and personal life in a balanced manner, without experiencing prolonged role conflict. This balance not only has an impact on individual well-being, but also has a major effect on productivity, loyalty, and career sustainability in the long run. Here are some of the main factors according to Schabracq (2013) mentioned (1) personality characteristics, (2) family characteristics, (3) job characteristics, (4) personal attitudes. There are also indicators to measure work-life balance according to Greenhaus, et al (2003) consisting of three main indicators, namely time balance, engagement balance, and satisfaction balance.

Employee Loyalty

Employee loyalty is one of the important aspects of human resource management that reflects the commitment, loyalty, and emotional attachment of an employee to the company where he works. According to Siswanto (2011) loyalty is the determination and ability of individuals to obey, implement, practice regulations with full awareness and an attitude of responsibility, this is evidenced by positive work attitudes and behavior. Meanwhile, according to Utomo (2010), loyalty can be said to be a person's loyalty to something that is not only in the form of physical loyalty, but rather non-physical loyalty such as thoughts and attention. The loyalty of employees in an organization is absolutely necessary for the success of the organization itself. Based on various opinions of experts, it can be concluded that employee loyalty is a form of loyalty, commitment, and responsibility shown by an individual to the organization where he works. Loyalty is not only limited to physical loyalty in the form of attendance and length of service, but also includes non-physical loyalty in the form of commitment of mind, positive attitude, and concern for the progress of the company. The factors that influence employee loyalty according to Agustini (2011) are (1) personal characteristics, (2) job characteristics, (3) company policy characteristics, and (4) company environmental characteristics. In addition, there are also indicators that affect employee loyalty according to Winaryanti et al, (2024), namely obedience, devotion, honesty and responsibility.

METHOD

This study uses a quantitative approach with data collection techniques through questionnaires distributed to all Domaret employees in Lhokseumawe City. All data obtained is processed using SPSS version 25 software to ensure the accuracy of the analysis. The study population totaled 43 people, namely all permanent employees in the

seven outlets. By using the saturated sampling technique, the entire population was sampled. The type of data used consists of primary data obtained through questionnaires and short interviews, as well as secondary data from scientific literature such as journals, theses, and other supporting documents. The questionnaire was distributed using the Google Form platform, while an interview was conducted with one of the employees to complement contextual information. Variable measurements used a five-point Likert scale, from “Strongly Disagree” (1) to “Strongly Agree” (5). The operational definition in this study consists of three main variables: compensation (X1), which includes salary, bonuses, incentives, and indirect benefits; work-life balance (X2), which is measured based on the balance of time, involvement, and satisfaction between work and personal life; and employee loyalty (Y), which is assessed based on indicators of obedience, devotion, honesty, and responsibility to the company.

To ensure the feasibility of the instrument, validity and reliability tests were conducted. The validity test was conducted with correlation analysis at a significance level of 0.05. Meanwhile, reliability is measured to ensure the consistency of the instrument in collecting data. Furthermore, a series of classical assumption tests were conducted, such as normality test to see the distribution of data, multicollinearity test to detect the relationship between independent variables, and heteroscedasticity test using the Glejser method and scatterplot to identify inhomogeneity of residual variance. Data analysis was carried out with the coefficient of determination (R^2) test to measure the strength of the contribution of the independent variable to the dependent variable. The F test is used to assess the effect of compensation and work-life balance simultaneously on employee loyalty, with significant criteria if the $F_{count} > F_{table}$ value and significance < 0.05 . Furthermore, multiple linear regression test is used to form a predictive model with the formula $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$, where Y is employee loyalty, X_1 is compensation, X_2 is work-life balance, and e is error. Finally, the t test is used to measure the effect of each independent variable partially on loyalty, with the criterion that H_0 is rejected if the significance value < 0.05 .

Research Results

Age

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	18-28 Year	37	86.0	86.0	86.0
	29-40 Year	6	14.0	14.0	100.0
	Total	43	100.0	100.0	

Source: Data processed by researchers (2025)

The majority of Indomaret employees in Lhokseumawe are at an early productive age, which is known to be energetic, adaptable, and have a high work ethic. This young age matches the dynamic demands of the retail industry, as it requires employees who are nimble, responsive, and ready to grow.

Gender

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Men	16	37.2	37.2	37.2
	Grils	27	62.8	62.8	100.0
	Total	43	100.0	100.0	

Source: Data processed by researchers (2025)

These results show that Indomaret employees in Lhokseumawe are dominated by women. This could be related to operational needs such as cashier and saleswoman positions that involve many women, as well as illustrating the important role of women in the modern retail sector in the area.

Education

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	S1	20	46.5	46.5	46.5
	SMA / SMK	23	53.5	53.5	100.0
	Total	43	100.0	100.0	

Source: Data processed by researchers (2025)

This finding shows that most of Indomaret's employees have a high school/vocational school education up to S1. This is in line with the needs of the retail industry for operational positions such as cashiers and saleswomen. The presence of S1 graduates also reflects their interest in working in retail as a career starter or due to economic factors and job opportunities.

Salary

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
1-2 Million	17	37.2	37.2	37.2
3 - 6 Million	26	60.5	60.5	100.0
Total	43	100.0	100.0	

Source: Data processed by researchers (2025)

The findings show that most Indomaret employees earn Rp3-6 million, which reflects fairly competitive compensation. This difference in income is likely influenced by position, length of service, or the shift and bonus system. Meanwhile, employees earning below Rp3 million are generally at entry level or new to the company. This data is relevant for analyzing the link between compensation and employee loyalty.

Length of service

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
0 - 1 Tahun	12	27.9	27.9	27.9
1 - 6 Tahun	31	72.1	72.1	100.0
Total	43	100.0	100.0	

Source: Data processed by researchers (2025)

The findings show that most Indomaret employees have worked for more than one year, reflecting good job loyalty and stability. This experience helps them understand the system and work responsibilities. Meanwhile, the presence of new employees indicates an ongoing recruitment process to meet the needs of dynamic retail operations.

Validity Test Results

1. Compensation

Variable	Indicator	r-count	r- table	Description
Compensation (X1)	X.1	0.757	0.301	Valid
	X.2	0.844	0.301	Valid
	X.3	0.861	0.301	Valid
	X.4	0.704	0.301	Valid
	X.5	0.850	0.301	Valid
	X.6	0.821	0.301	Valid
	X.7	0.867	0.301	Valid
	X.8	0.823	0.301	Valid

Source: SPSS Output Results

The validity test results show that all compensation indicators (X1-X8) are valid because the r-count value is greater than the r-table (0.301). This means that all questions on the compensation variable are suitable for further analysis of Indomaret Lhokseumawe employee loyalty.

2. Work-Life Balance

Variable	Indicator	r-count	r- table	Description
<i>work-life balance</i>	X.1	0.881	0.301	Valid
	X.2	0.837	0.301	Valid
	X.3	0.841	0.301	Valid
	X.4	0.719	0.301	Valid
	X.5	0.858	0.301	Valid
	X.6	0.819	0.301	Valid

Source: Data Processed 2025

Based on the validity test results, all indicators in the Work-life balance variable (X2) are declared valid, because the r-count values are all above the r-table value (0.301). Thus, these six indicators can be used to accurately measure the perception of work-life balance of employees at PT Indomarco Prismaatama (Indomaret) Lhokseumawe.

3. Employee Loyalty

Variable	Indicator	r-count	r- table	Description
Employee Loyalty (Y)	X.1	0.603	0.301	Valid
	X.2	0.591	0.301	Valid
	X.3	0.625	0.301	Valid
	X.4	0.621	0.301	Valid
	X.5	0.631	0.301	Valid
	X.6	0.705	0.301	Valid
	X.7	0.706	0.301	Valid
	X.8	0.711	0.301	Valid

Source: SPSS Output Results

All indicators on the employee loyalty variable are declared valid because the r-count value is greater than the r-table (0.301). Therefore, all items can be used for further analysis, including the reliability test.

Reliability Test Results

Variabel	Reliabilitas Coefficient	Cronbach's Alpha	Standar	Keterangan
Compensation (X ₁)	8 Statement	0.928	0.6	Reliabel
Work-life balance (X ₂)	6 Statement	0.921	0.6	Reliabel
Employee Loyalty (Y)	8	0.915	0.6	Reliabel

The reliability test results show that the Compensation, Work-life Balance, and Employee Loyalty variables have a Cronbach's Alpha value above 0.6. This means that all questionnaire instruments are declared reliable and can be used consistently in research at Indomaret Lhokseumawe.

Normality Test Results

		Unstandardized Residual
N		43
Normal	Mean	0
Parametris ^{ab}	std deviation	2.40491811
most extrem	Obsolut	0.129
Diference	Positif	0.127
	Negative	-0.129
test. Statistik		0.129
Asymp. Sig. (2-tailed) ^c		0.69

Source: SPSS Output Results

The Kolmogorov-Smirnov test results show a significance value of $0.690 > 0.05$, which means that the residual data is normally distributed. Thus, the regression model is suitable for further analysis such as multicollinearity, heteroscedasticity, and multiple linear regression tests.

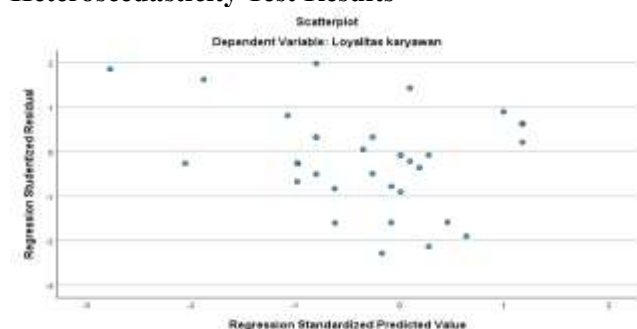
Multicollinearity Test Results

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
Kompensasi (X_1)	0.595	1.68
Work-life balance (X_2)	0.595	1.68

Source: SPSS Output Results

Based on the tolerance value (0.595) and VIF (1.68), it can be concluded that there is no multicollinearity between the compensation and work-life balance variables. This means that both variables can be used together in the regression model without disturbing the validity of the analysis results.

Heteroscedasticity Test Results



Based on the scatterplot graph, the dots are randomly scattered above and below the Y axis without a specific pattern. This shows that there are no symptoms of heteroscedasticity, so the regression model is considered feasible and is not influenced by other independent variables outside this study.

Coefficient Of Determination Test Results

Model	R	R. Square	Adjusted R Square	Std. Error Of The Estimate
1	0.838 ^a	0.702	0.687	2.464

Source: SPSS Output Results

1. The R value of 0.838 indicates a very strong relationship between compensation and work-life balance with employee loyalty at Indomaret Lhokseumawe. The better both, the higher the level of employee loyalty.

- The R Square value of 0.702 means that 70.2% of variations in employee loyalty can be explained by compensation and work-life balance, while the remaining 29.8% is influenced by other factors outside this study.

Statistical Result Of F Test

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	572.948	2	286.474	47.173	<.001 ^b
	Residual	242.913	40	6.073		
	Total	815.860	42			
Source: SPSS Output Results						

The calculated F value of $47.173 > 3.14$ and significance $< 0.001 < 0.05$ indicate that compensation and work-life balance simultaneously have a significant effect on employee loyalty Indomaret Lhokseumawe. This proves that the regression model used is appropriate and valid for this study.

Multiple Linear Regression Test Results

Coefficients ^a						
MODEL	Unstandardized Coefficients		Standardized Coefficients		t	sig.
	B	std. error	Beta			
(constant)	2.807	3.358			0.622	0.538
X1	0.633	0.144	0.649		5.803	<0.001
X2	0.329	0.142	0.259		2.138	0.026

Source: SPSS Output Results

- The constant value of 2.807 indicates that if compensation and work-life balance are zero, then employee loyalty is at 2.807.
- The compensation coefficient of 0.633 with a significance of < 0.001 means that any increase in compensation will significantly increase employee loyalty by 0.633 units.
- The work-life balance coefficient of 0.329 with a significance of 0.026 (< 0.05) indicates that an increase in work-life balance also has a positive and significant impact on employee loyalty by 0.329 units.

T Test Statistical Results

Table 1. Test Statistical Results					
Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.087	3.358		0.622	0.538
X1	0.663	0.114	0.649	5.803	<0.001
X2	0.329	0.142	0.259	2.318	0.026

Source: SPSS Output Results

Based on the results of multiple linear regression analysis, the t test shows that both independent variables, namely compensation and work-life balance, have a partially significant effect on the loyalty of Indomaret Lhokseumawe employees.

- In the compensation variable (X1), the t-count value is $5.803 > 2.017$ and the significance is $0.001 < 0.05$. This means that H1 is accepted and compensation is proven to have a positive and significant effect on employee loyalty.
- In the work-life balance variable (X2), the t-count value is $2.318 > 2.017$ and the significance is $0.026 < 0.05$. This means that H2 is also accepted, so that work-life balance has a positive and significant effect on employee loyalty.

DISCUSSION

The Effect of Compensation on Employee Loyalty

The results showed that compensation has a positive and significant effect on the loyalty of Indomaret employees in Lhokseumawe. The better the compensation provided-whether in the form of salaries, bonuses, allowances, or work facilities-the higher the employee loyalty to the company. This finding is reinforced by the majority of respondents who consider compensation as a form of appreciation for their hard work. Fair and proportional compensation creates a sense of being valued and has a direct impact on employee morale, discipline, and dedication. This result is in line with the research opinion of Yuswardi, et.al (2020), which emphasizes the importance of compensation in shaping loyalty. However, other studies such as Pertiwi & Adi, (2023) show that compensation is not the only determinant of loyalty. In the context of Indomaret Lhokseumawe, although compensation such as bonuses and allowances are considered quite effective, practices such as payroll deductions that lack transparency are still a concern. Therefore, it is important for companies to not only pay attention to the amount of compensation, but also ensure a fair and open delivery system. That way, compensation can be an effective strategy in improving employee loyalty and performance.

The Effect of Work-Life Balance on Employee Loyalty

This research also shows that work-life balance has a significant effect on employee loyalty. Employees who feel they have enough time for themselves, family, and social activities tend to be more loyal and motivated. In the retail industry like Indomaret, which implements a shift work system, this balance is a real challenge. Most employees expressed satisfaction with the time off and schedule flexibility provided, and felt the company cared about their personal lives. This creates an emotional bond that strengthens loyalty. This finding is in line with the studies of Elkhori & Budianto, (2024) and Gibran et.al (2024), which emphasize the importance of work-life balance in retaining employees. However, there are still challenges such as mismatching shift schedules with personal conditions, and job transfers without family considerations. Even so, in general, Indomaret is considered to have provided space for employees to maintain this balance through quite flexible policies.

In conclusion, work-life balance is an important factor in creating employee loyalty, especially in the retail sector which demands high working hours. Companies that are able to build a work environment that supports employees' personal lives will find it easier to maintain a loyal, productive and dedicated workforce.

CONCLUSION

Based on the research results, it can be concluded that:

1. Compensation has a positive and significant effect on the loyalty of Indomaret employees in Lhokseumawe City. The better the compensation received-whether in the form of salary, benefits, or incentives-the higher the employee loyalty. Employees who feel financially rewarded tend to be more motivated to contribute optimally for the company's progress.
2. Work-life balance also has a positive and significant effect on employee loyalty. Employees who are able to maintain a balance between work and personal life show a higher level of loyalty, because they feel more comfortable, motivated, and committed to staying and growing with the company.

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