THE INFLUENCE OF ORGANIZATIONAL CLIMATE AND WORK-LIFE BALANCE ON DRIVER LOYALTY AT PT. TRANS ANTAR NUSABIRD

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ABSTRACT

This study examines the influence of organizational climate and work-life balance on driver loyalty at PT. Trans Antar Nusabird, South Jakarta. Using a quantitative approach, data were collected from 312 drivers through questionnaires with a Likert scale. Organizational climate was measured through leadership style, communication, and support systems, while work-life balance was assessed by time management, role balance, and personal life satisfaction. Driver loyalty was evaluated based on compliance, responsibility, and integrity. The results reveal that organizational climate significantly influences driver loyalty, with a positive regression coefficient of 0.406 and a significance value of 0.000. Conversely, work-life balance does not show a significant impact on driver loyalty, as indicated by a regression coefficient of 0.078 and a significance value of 0.243. Simultaneously, organizational climate and work-life balance have a combined positive effect on driver loyalty, accounting for 47.5% of the variance, with a significance value of 0.000. The study concludes that a positive organizational climate is a key determinant of driver loyalty, while work-life balance requires further exploration. PT. Trans Antar Nusabird is recommended to enhance its organizational climate through leadership and communication improvements, as well as explore better work-life balance initiatives

Keywords: Organizational Climate, Work Life Balance, Driver Loyalty

1. INTRODUCTION

According to Putra and Rice (2022), a company's success is achieved through various processes both inside and outside the company, all of which aim to sustain and develop the company to compete in the ever-evolving era of globalization. One of the fastest-growing eras is the digital era, where almost every human activity, such as communication and transactions, is influenced by technology, especially smartphones. The advancement of smartphone technology has transformed human lifestyles and significantly impacted various aspects of life.

The development of digital technology has attracted many business players to leverage technology in their operations. Not only companies in the food and beverage sector use digitalization for promotion, but the transportation sector also utilizes this advancement to meet the public's mobility needs. The existence of transportation apps, for example, makes it much easier for consumers to access transportation services efficiently, especially in this fast-paced digital era.

Furthermore, a region will be considered developed if its transportation infrastructure is adequate, which supports the ease of operation for Human Resources (HR) in performing their duties. Transportation companies that utilize apps to offer their services have successfully kept up with this development. Widiastuti (2021) explains that the rapid growth of the internet has pushed the travel sector, particularly among tech-savvy millennials. In Indonesia, although the penetration of online travel service users is still low, its growth potential in the future is very high. Haryanda et al. (2023) also added that many transportation companies have started to utilize apps to display routes, pickup points, travel time estimates, and other useful information for consumers.

PT Trans Antar Nusabird (Cititrans) is one company that has successfully utilized the digital era to advance its business, particularly through affordable Shuttle Service tickets that can be accessed via an app. Since its establishment, Cititrans has grown rapidly, adding more departure routes and fleet, from only 4 units of cars serving the Bandung-Semanggi-Jakarta route to now serving various routes in major cities such as Jakarta, Bandung, Yogyakarta, and Surabaya.

However, despite this success, there are several issues faced by the drivers. The risks and responsibilities carried by the drivers are equally heavy, especially when dealing with traffic accidents often involving public transport, such as buses. One common problem is the operational management that relies on a deposit system, which sometimes forces drivers to drive recklessly in order to meet the deposit target, without considering passenger safety.

This issue is further exacerbated by the attitude of some drivers who lack loyalty to the company. This often results in unprofessional behavior, such as neglecting vehicle maintenance and driving carelessly. Driver loyalty to the company is essential to create harmonious working relationships and improve the company's performance. Ma'ruf (2021) states that a company that does not strive to foster employee loyalty will face challenges in its progress. Employee loyalty is key to fostering a strong sense of responsibility toward work and the company.

Driver loyalty can be seen from their tenure with the company. Most drivers at PT Trans Antar Nusabird have a tenure of less than 6 years, indicating a relatively low level of loyalty. Purnamasari and Sintaasih (2019) state that a good relationship between employees and the company can enhance loyalty. This bond is highly influenced by the organizational climate, which encompasses the work environment that affects employee behavior and reflects the organization's values.

According to Prayoga and Astuti (2021), a positive organizational climate plays a crucial role in improving performance and job satisfaction. It greatly influences loyalty, as a positive perception of the organizational climate will lead to better performance. One important factor in fostering loyalty is the balance between work and personal life for employees. Larastrini and Adnyani (2019) explain that work-life balance is a key factor in an employee's career development. Imbalances in this area can affect work behavior, as evidenced by data on driver violations showing high rates of early leave requests and tardiness, which reflect an imbalance between work and their personal lives.

2. METHODS

This study uses a quantitative method, which is a systematic, planned, and structured approach to test the hypotheses that have been established. According to Sugiyono (2019), the quantitative method is based on the philosophy of positivism, aiming to test hypotheses on a specific sample using research instruments that generate quantitative or statistical data. This research is conducted at PT. Trans Antar Nusabird, South Jakarta, with the study period starting from September 2024 to March 2025. The data collection steps are carried out in stages, starting from proposal preparation to the final research report.

The variables used in this study include two independent variables, namely Organizational Climate and Work-Life Balance, which affect the dependent variable, Driver Loyalty. Organizational climate refers to the perceptions of organization members regarding key elements such as systems, practices, and leadership style. Meanwhile, Work-Life Balance relates to an individual's ability to meet the demands of work and personal life. Driver loyalty is measured based on compliance, responsibility, dedication, and integrity towards work and the company.

This study uses a sample of 312 drivers from PT. Trans Antar Nusabird, calculated using the Slovin technique to determine the sample size. Data were collected using questionnaires with a Likert scale to measure the attitudes, opinions, and perceptions of the respondents. The data analysis techniques used include validity, reliability, and classical assumption tests, such as normality, autocorrelation, multicollinearity, and heteroscedasticity tests. Simple and multiple linear regression analyses are used to test the relationship between independent and dependent variables, with the help of SPSS software.

In addition, this study also conducts a coefficient of determination test to determine the extent to which the independent variables contribute to the dependent variable, as well as a correlation test to measure the strength of the relationship between variables. Hypothesis testing is performed using the t-test to examine the effect of each variable partially and the F-test to examine the combined effect of all independent variables on the dependent variable.

3. RESULT AND DISCUSSION

A. Descriptive Statistics

The characteristics of the respondents in this study include gender, age, last education, and length of service. The respondents consisted of 175 people, all of whom were male (100%). In terms of age, the majority of respondents were between 25 and 35 years old, making up 55.43%, followed by 24% of respondents under 25 years old, and 20.57% were older than 35 years. Regarding the last education level, most respondents had high school education (70%), followed by bachelor's degree (21%) and junior high school (9%). In terms of length of service, the majority of respondents (50.3%) had worked for less than 5 years, followed by 38.3% who had worked for 6 to 10 years, and 11.4% had worked for more than 10 years.

The data description for the organizational climate variable shows that the average score for all indicators is 3.58, which falls within the "Good" range, reflecting a positive organizational climate at PT. Trans Antar Nusabird. The work-life balance variable has an average score of 3.63, which is also in the "Good" category, indicating a good balance between work and life in this company. Meanwhile, the driver loyalty variable obtained an average score of 3.76, indicating a high level of loyalty, with the highest score on the integrity indicator, reaching 4.14, indicating pride and honesty among the drivers towards the company. Overall, the data description results show that the working conditions at PT. Trans Antar Nusabird are in the "Good" category for organizational climate, work-life balance, and employee loyalty.

B. Classic Assumption Test
1. Normality Test

Table 1. One Sample Kolmogorov-Smirnov Test

Uji One-Sample Kolmogorov-Smirnov			Unstandardized Residual
N			175
Parameter Normal[a,b]	Rata-rata		.0000000
	Standar Deviasi		5.42064318
Most Extreme Differences	Absolut		.065
	Positif		.041
	Negatif		-.065
Uji Statistik			.065
Asymp. Sig. (2-*tailed*)[c]			.068
Monte Carlo Sig. (2-*tailed*)[d]	Sig.		.071
	99% *Confidence Interval*	Batas bawah	.064
		Batas atas	.077

The normality test is conducted before regression analysis to ensure that the regression model is normally distributed. In this study, the normality test used the Kolmogorov-Smirnov parameter, with the criteria that a significance value < 0.050 indicates the data is not normally distributed, while a value > 0.050 indicates normal distribution. The results of the Kolmogorov-Smirnov test for the organizational climate, work-life balance, and loyalty variables show a significance value of 0.068, which is greater than 0.050, indicating that the data for these three variables is normally distributed. Additionally, the distribution graph shows the data spread along the diagonal line, indicating that the regression model satisfies the normality assumption.

2. Multicollinearity Test
This test is used to examine the presence of correlation among independent variables (Ghozali, 2017:105) by looking at the tolerance values and their corresponding Variance Inflation Factor (VIF). If the tolerance value is greater than 0.1 or the VIF is less than 10, it indicates no multicollinearity. The results of the multicollinearity test in this study, reveal that there is no multicollinearity among the independent variables. The tolerance value is 0.887 and the VIF is 1.128, both of which meet the criteria of no multicollinearity since the tolerance is greater than 0.1 and the VIF is below 10.

3. Autocorrelation Test
This test is used to examine whether there is correlation between the residuals (errors) at time t and time t-1, a condition known as autocorrelation (Ghozali, 2017:93). A regression model is considered good if it is free from autocorrelation. One method to detect autocorrelation is the Durbin-Watson test, with criteria as shown in the table. Based on the results, the Durbin-Watson value is 1.803, which falls within the range of 1.550 to 2.460, indicating that there is no autocorrelation.

4. Heteroscedasticity Test

Table 2. Heteroscedasticity Test

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	2.923	1.909		1.531
Organizational Climate	0.008	0.048	0.014	0.176

Work-Life Balance	0.025	0.043	0.047	0.577
a. Dependent Variable: ABSRES				

This test is used to examine whether there is unequal variance of residuals between observations, known as heteroskedasticity. If the variance of residuals remains constant across observations, it is called homoskedasticity. To assess this, the researcher analyzes the scatterplot pattern between standardized residuals (SRESID) and predicted values (ZPRED). In this study, the significance values for the variables of organizational climate and work-life balance were 0.861 and 0.564, respectively, both of which are greater than 0.05. This indicates that there is no issue of heteroskedasticity for these two variables, as shown by the scatterplot, where the points are evenly distributed above and below the zero line on the Y-axis.

C. Multiple Linear Regression Analysis
Table 3. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	20.169	2.960		6.813
Organizational Climate	0.406	0.074	0.399	5.481
Work-Life Balance	0.078	0.067	0.085	1.172
a. Dependent Variable: Loyalty				

The multiple regression analysis aims to examine the relationship between two or more variables, where one variable depends on the others. In this study, the analysis was used to test the relationship between organizational climate and work-life balance with driver loyalty. The regression equation is as follows: $Y = 20.169 + 0.406X_1 + 0.078X_2$, where Y represents loyalty, X_1 represents organizational climate, and X_2 represents work-life balance.

Based on this equation, the following can be explained:
   a. The constant value of 20.169 indicates a positive relationship. If organizational climate (X_1) and work-life balance (X_2) remain unchanged, loyalty (Y) will increase positively.
   b. The coefficient for X_1 (0.406) shows a positive relationship, meaning that if organizational climate (X_1) increases by one unit, driver loyalty (Y) will also increase by 0.406, and similarly, a decrease in X_1 will lead to a decrease in Y by the same amount.
   c. The coefficient for X_2 (0.078) also reflects a positive relationship. If work-life balance (X_2) increases by one unit, driver loyalty (Y) will increase by 0.078, and if X_2 decreases, Y will also decrease by the same amount.

D. Discussion
The results of this study show that organizational climate has a significant influence on driver loyalty at PT. Trans Antar Nusabird. With a regression coefficient of 0.406 and a significance value of 0.000, it can be concluded that a positive organizational climate plays an important role in enhancing employee loyalty. Good leadership support, effective communication, and the presence of a solid support system create a conducive work environment. This finding aligns with previous studies by Fazrin and Yusuf (2021), as well as Purnamasari and Sintaasih (2019), which emphasize the importance of organizational climate in strengthening employees' sense of responsibility and dedication to the company. However, unlike the influence of organizational climate, the study found that work-life balance does not have a significant effect on driver loyalty. The regression coefficient of 0.078 and a significance value of 0.243 indicate that the balance between work and personal life, in its current implementation, has not been able to meet drivers' needs or influence their loyalty. This finding contradicts the studies by Naufalia et al. (2022) and Rahmansyah et al. (2023), which found that work-life balance contributes positively to employee loyalty. In the context of a driver's job, other factors such as financial incentives, flexible work schedules, or interpersonal relationships may dominate over work-life balance in determining loyalty.

Simultaneously, the study found that organizational climate and work-life balance have a positive and significant effect on driver loyalty, contributing 47.5% to the variance in loyalty. This shows that the combination of a supportive work environment and attention to personal life balance can create a greater impact than the individual influence of each factor. Thus, efforts to improve driver loyalty must include an integrated

approach involving organizational climate improvements as well as the development of relevant work-life balance programs that meet the drivers' needs.

This study has important implications for the management of PT. Trans Antar Nusabird. Efforts to enhance driver loyalty can begin by creating a more positive organizational climate. This can be achieved through the development of more open communication, the implementation of supportive leadership, and the provision of recognition for employee contributions. Additionally, although work-life balance did not show a significant effect in this study, it remains important for the company to re-evaluate strategies related to this aspect. Improving work-life balance programs that are more specific and relevant, such as flexible work hours or support for drivers' personal needs, could be one way to support loyalty overall.

These findings also indicate that a supportive organizational climate not only fosters loyalty but also encourages employees to demonstrate greater integrity, dedication, and compliance in their work. Therefore, the company needs to continue maintaining and improving key elements of the organizational climate, such as leadership style, communication, and support systems. This study suggests that work-life balance requires further exploration. Elements such as role balance, time management, and satisfaction in personal life may need to be reassessed to understand how they can be better implemented in the context of a driver's job. This could open opportunities for future research to delve deeper into other factors that potentially influence driver loyalty. The combination of a positive organizational climate and relevant work-life balance programs can be the key to creating stronger loyalty among drivers at PT. Trans Antar Nusabird. By addressing these two aspects, the company can not only improve service quality but also ensure better business sustainability in the future.

5. CONCLUSION

This study concludes that organizational climate plays a significant role in influencing driver loyalty at PT. Trans Antar Nusabird. With a regression coefficient of 0.406 and a significance value of 0.000, the study confirms that a positive organizational climate, characterized by supportive leadership, effective communication, and a robust support system, fosters higher levels of loyalty among drivers. Drivers who perceive the organizational climate positively are more likely to exhibit dedication, compliance, and integrity in their roles. Conversely, work-life balance does not significantly impact driver loyalty, as indicated by a regression coefficient of 0.078 and a significance value of 0.243. This finding suggests that work-life balance, in its current implementation, might not adequately address the needs of drivers or influence their loyalty. Factors such as role balance and personal life satisfaction require further investigation to identify improvements. Simultaneously, organizational climate and work-life balance jointly contribute to driver loyalty, explaining 47.5% of the variance. This highlights the importance of combining organizational improvements with individual support systems to enhance loyalty. PT. Trans Antar Nusabird is recommended to prioritize improvements in its organizational climate by fostering better leadership practices and communication channels. Additionally, the company should revisit its work-life balance strategies to ensure they align with drivers' expectations and needs. Implementing these recommendations can strengthen driver loyalty, improve service quality, and ensure the long-term success of the organization.

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