

THE IMPACT OF WORK-LIFE BALANCE ON TURNOVER INTENTIONS: EXPLORING THE MEDIATING ROLE OF JOB SATISFACTION

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ABSTRACT

The aim of this study is to examine the impact of Work-Life Balance on Turnover Intention with a particular focus on Job Satisfaction as an intermediary variable among the workforce at PT X. The research employs a quantitative methodology. The study population included 155 employees, out of which a subset of 112 participants was selected for analysis. The methodological framework utilized in this study is causal modeling, also known as path analysis, which is used to investigate the interactions and influences among variables. Stratified random sampling was utilized to select study participants. Data collection was conducted using surveys featuring a Likert scale to measure responses. Analysis was conducted using SmartPLS 3.0, which includes assessments of both the Outer Model and Inner Model. The results of this study reveal that Work-Life Balance significantly and positively influences Turnover Intention. Similarly, Job Satisfaction has a positive and significant effect on Turnover Intention. Moreover, both Work-Life Balance and Job Satisfaction significantly and positively influence Turnover Intention, with Job Satisfaction serving as a key mediating factor in the linkage between Work-Life Balance and Turnover Intention.

Keyword: Job satisfaction, Turnover intention, Work-life balance

ABSTRAK

Penelitian ini bertujuan untuk mengeksplorasi serta memverifikasi pengaruh keseimbangan kehidupan kerja terhadap turnover intention dengan mengintegrasikan kepuasan kerja sebagai mediator di antara karyawan PT X. Pendekatan metodologis yang digunakan adalah kuantitatif. Populasi yang ditarget dalam riset ini mencakup 155 individu, dengan pengambilan sampel sebanyak 112 responden. Model analisis yang diaplikasikan bersifat kausal, yang menelaah efek dan hubungan melalui analisis path. Proses pemilihan sampel diterapkan menggunakan teknik sampling acak proporsional. Proses pengumpulan data dilakukan melalui penyebaran kuesioner yang menggunakan skala likert. Untuk analisis data, digunakan aplikasi smartpls 3.0 yang melibatkan analisis outer model dan inner model. Hasil penelitian mengindikasikan bahwa keseimbangan kehidupan kerja berkontribusi secara langsung dan signifikan terhadap turnover intention dengan cara yang positif. Kepuasan kerja berpengaruh secara langsung dan positif terhadap turnover intention. Kedua variabel, keseimbangan kehidupan kerja dan kepuasan kerja, menunjukkan pengaruh langsung yang positif dan signifikan terhadap turnover intention, dengan kepuasan kerja berperan efektif sebagai mediator dalam mengatur hubungan antara keseimbangan kehidupan kerja dan turnover intention secara signifikan.

Kata kunci: Kepuasan kerja, Keseimbangan kehidupan kerja, Turnover intention

INTRODUCTION

In today's swiftly advancing industrial sector, every organization seeks to secure a sustainable competitive edge to ensure profitability and longevity in a fiercely competitive marketplace. A pivotal element in an organization's success is its workforce. Recognized as a critical component, human resources are often viewed by numerous firms as a valuable asset representing a significant investment opportunity. Furthermore, it is widely acknowledged that maintaining the current workforce is economically more viable than the recruitment of new staff.

Employee turnover presents a significant challenge within organizations and demands prompt intervention. A pronounced turnover rate within a company invariably leads to adverse outcomes. These negative consequences range from reduced production quality to diminished revenues. Frequently, an elevated turnover rate serves as a barometer for deeper organizational issues. The costs associated with turnover are substantial, primarily because recruitment efforts, despite successfully attracting competent personnel, become futile if these individuals opt to leave for opportunities elsewhere. According to study by Mercer (2024), it is observed that in Southeast Asia, including Indonesia, there exists a notably high turnover rate among mid-level employees. A key factor contributing to this trend is the corporate preference for candidates who require minimal training amidst the prevailing macroeconomic climate, resulting in a surplus of openings at this level.

Turnover Intention often emerges from an employee's initial inclination to resign from an organization. Defined as the measure or degree to which employees consider terminating their employment voluntarily, Turnover Intention is examined through its potential impacts within the workforce (Mapasa et al., 2022). The study examines the discernible trends in Turnover Intention within PT X company's workforce. Initial research suggests that elements like Work-Life Balance and Job Satisfaction play crucial roles in shaping Turnover Intention.

Employees who effectively manage their Work-Life Balance successfully integrate their career responsibilities, familial duties, and individual pursuits, thereby preventing job demands from intruding into other aspects of their lives. On the other hand, an imbalance between professional and personal life can drive employees to leave their current positions in search of roles that offer a better alignment with their lifestyle needs. Prolonged working hours often infringe on personal space. Although occasionally tolerable when work requirements are urgent and temporary, it remains vital for employees to sustain an equilibrium between their professional obligations and personal life.

The correlation between Job Satisfaction and the development of Turnover Intention in organizational settings is underscored by initial studies. Typically, when employees experience high Job Satisfaction, there is a marked decrease in their likelihood to leave their current positions. This phenomenon holds significant implications for both the management of firms and their overall operational success. From the standpoint of the employees, achieving Job Satisfaction contributes to a favorable emotional condition throughout the workday. Such satisfaction reflects an employee's positive perception of their responsibilities and their working environment. In contrast, employees who feel unsatisfied often demonstrate a range of negative reactions to their work assignments. It is vital for enterprises to identify early indicators of job dissatisfaction among their workforce as it may precipitate Turnover Intention. The research thus asserts the critical roles of Work-Life Balance and Job Satisfaction in an employee's decision to consider leaving their job. This investigation aims to ascertain the degree to which Work-Life Balance influences Turnover Intention, assess the effects of Job Satisfaction on Turnover Intention, evaluate how Work-Life Balance impacts Job Satisfaction, and determine the role of Job Satisfaction in mediating the relationship between Work-Life Balance and Turnover Intention.

The results of research conducted by Azmi et al. (2021) show that each variable, namely work life balance, job satisfaction, and turnover intention, provides positive results on each relationship between variables, both directly and indirectly. The results of the study conducted by Maharani & Tamara (2024) show that work-life balance has been proven to have a significant positive impact on job satisfaction. This means that employee work-life balance will have the same effect on job satisfaction. Work-life balance affects employees' attitudes towards their jobs and makes them uninterested in their jobs. As a result, people with poor levels of job satisfaction choose to leave their current jobs in the hope of finding more satisfying jobs and allowing them to maintain a better work-life balance.

Another study conducted by Jaharuddin & Zainol (2019) stated that the more control employees feel over their lives, the greater their ability to balance work and family. Job satisfaction enables employees to become good leaders who carry out their work responsibly. Although there are many previous studies on Work Life Balance, job satisfaction, and turnover intentions, there is still a lack of research that examines all three variables simultaneously in one study and uses job satisfaction as a mediator, especially in the context of employees in companies that focus on infrastructure. This study aims to examine the holistic view between WLB, job satisfaction, and turnover intentions simultaneously.

LITERATURE REVIEW

The Effect of Work-Life Balance on Turnover Intention

Delecta (2011) defines Work-Life Balance as an individual's ability to adeptly juggle their career responsibilities with their family commitments and other personal activities. An inequity arises when employees find it challenging to distribute sufficient time between their professional and domestic lives, thereby undermining the concept of Work-Life Balance. This discord between private and work-related responsibilities can heighten Turnover Intention, marked by the consideration among employees to leave their present positions.

The concept of Work-Life Balance, defined as the harmonization of career duties with personal activities, is influenced by the individual's attitude towards their employment and societal norms that govern their behavior. Such norms are perceived as subjective, shaping whether an individual chooses to participate or withdraw from certain behaviors. This balance is particularly critical when an individual encounters high demands in their professional life concurrent with significant personal responsibilities. In these instances, the pressures associated with their roles often serve as a driving force for achieving rewards at work. As a result, maintaining a strong Work-Life Balance plays a crucial role in reducing Turnover Intention.

According to study by Moorhead (2013), it was asserted that an individual's ability to simultaneously handle professional responsibilities and personal or family obligations is encapsulated by the concept of Work-Life Balance. The study by Hafid & Prasetyo in 2017 revealed an inverse relationship between the improvement of Work-Life Balance and the phenomenon known as Exit Intention, where enhanced Work-Life Balance correlates with a reduced tendency for employees to consider leaving their organization. This observation was corroborated by (Javed et al., 2014), who identified a negative association between Work-Life Balance and Turnover Intention. The body of research collectively emphasizes that diminishing levels of Work-Life Balance are likely to lead to heightened Turnover Intention, and the converse is also true.

The Effect of Job Satisfaction on Turnover Intention

The significance of Job Satisfaction for a firm cannot be overstated, as it substantially impacts an employee's decision to remain and their productivity levels. A lack of Job Satisfaction is frequently cited as a primary factor prompting employees to depart their

positions. In their study, Issa et al., (2013) described Job Satisfaction as both a positive outlook and a gratifying emotional response that an individual harbors towards their professional role and workplace environment.

Employees who derive significant Job Satisfaction typically harbor positive feelings towards their employment roles. In contrast, dissatisfaction leads to unfavorable views concerning their positions. The perception of one's job as rewarding significantly correlates with increased contentment regarding the results achieved from their work efforts, which consequently lowers their Turnover Intention. Such levels of satisfaction encourage a deeper commitment to the employer, thus prolonging employment tenure. Additionally, an enterprise's acknowledgment of an individual's work performance via Job Satisfaction tends to increase the likelihood of the organization valuing and maintaining its workforce. Research conducted by Ningsih et al., (2020) established that Job Satisfaction has a reciprocal relationship with Turnover Intention. Essentially, elevated Job Satisfaction among staff is associated with a lesser tendency to resign from their current workplace. This outcome highlights the pivotal influence of Job Satisfaction in boosting staff retention and minimizing the frequency of employee departures.

The Effect of Work-Life Balance on Job Satisfaction

According to the concept of Job Satisfaction, multiple factors contribute to the contentment of employees, such as the regulation of their working hours and scheduled intervals. An effective allocation of work time is linked with an increase in Job Satisfaction among staff. This improvement in their contentment generates more positive emotional reactions to their job responsibilities, which enhances their ability to perform their tasks with greater proficiency. According to Fisher (2003), Work-Life Balance pertains to the distribution of hours between occupational duties and private life. This equilibrium encompasses activities that may rejuvenate or create discord. These actions often comprise personal endeavors undertaken both within and beyond the boundaries of professional hours. Attaining a balance between professional and personal realms enhances job satisfaction by cultivating favorable emotional conditions at work, thus boosting an one's efficacy in executing their assigned roles.

Extended periods of employment can often precipitate conflicts as people struggle to synchronize their career demands with personal commitments. The failure to effectively manage time due to overwhelming job responsibilities frequently deteriorates Work-Life Balance. On the other hand, if individuals skillfully manage their calendars and organizations provide sufficient time for staff to address tasks outside of work, such arrangements usually improve their adherence to duties and promote Job Satisfaction. Moreover, when a company adopts strategies aimed at enhancing Work-Life Balance, it tends to elevate Job Satisfaction among its employees (Berg et al., 2003). According to Arnold B. Bakker (2008), a favorable Work-Life Balance significantly influences Job Satisfaction among employees.

In examining the interplay between professional responsibilities and private life, it has been observed that this relationship bears a positive impact on Job Satisfaction. Furthermore, the improvement of personal life, facilitated by professional experiences, also shows a positive relationship with Job Satisfaction. According to Ganapathi (2016), Work-Life Balance significantly affects Job Satisfaction among workers. Derived from the aforementioned analysis, it is evident that effective time management between professional and personal lives positively influences Job Satisfaction. This balance fosters positive emotions in employees during work hours, enabling them to fulfill their duties effectively.

Job Satisfaction Mediates Work-Life Balance with Turnover Intention

Moorhead (2013) disclosed that Work-Life Balance pertains to an individual's capacity to equitably manage their work commitments alongside their personal and family

requirements. This capacity to balance can directly influence one's decision-making processes, especially under conditions where both work and personal demands are intense. Such equilibrium often fosters a sense of contentment among employees, as they perceive themselves to be in a satisfactory state both within and outside their professional settings. This satisfaction could lead to a decision to remain with their current employer. Conversely, an imbalance in Work-Life Balance is likely to lead to dissatisfaction, prompting behaviors indicative of a desire to leave the organization, driven by the belief that the organization fails to fulfill their needs.

The variable of Work-Life Balance, when mediated by Job Satisfaction, enhances the levels of satisfaction related to one's job and diminishes the likelihood of exit intentions. Therefore, when Job Satisfaction mediates Work-Life Balance, the probability of developing intentions to leave decreases significantly. Further investigations by Rondonuwu (2018) demonstrated that Work-Life Balance exerts a beneficial impact on Job Satisfaction. Contrastingly, a study by Hafid (2017) indicated that an optimal Work-Life Balance significantly reduces Turnover Intention. These findings underline the critical role that Work-Life Balance plays in enhancing job satisfaction and minimizing the propensity for employees to consider leaving their organization.

Hypotheses Development

Based on the problem formulation, literature review, and relevant research presented in this research, a hypothesis has been produced which can be illustrated as follows:

- H₁ : There is a direct influence between work-life balance and turnover intention.
- H₂ : There is a direct influence between job satisfaction and turnover intention
- H₃ : There is a direct influence between work-life balance and job satisfaction.
- H₄ : There is an indirect influence between work-life balance on turnover intention through job satisfaction.

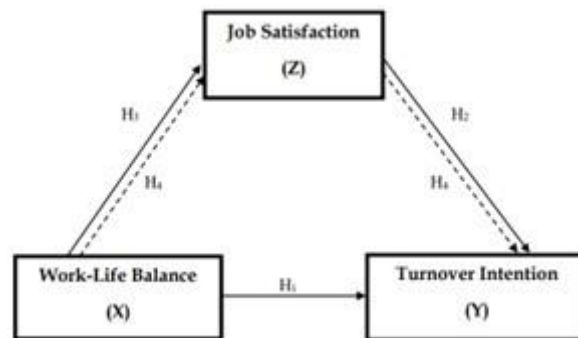


Figure 1. Research Model

METHOD

In this investigation, proportional random sampling was employed as the sampling method, while questionnaires were utilized to gather quantitative data. For data analysis, the Least Square Structural-Partial Equation (SEM-PLS) model was implemented, using the SmartPLS software. This research focused on employees of PT X, comprising a target population of 155, from which a sample of 112 employees was drawn. The data was collected through the dissemination of questionnaires that featured a Likert scale with five response options. The SmartPLS 3.0 software was applied for conducting both outer model and inner model analyses. The development of an instrument to measure Turnover Intention was influenced by Mobley (2011), Gani et al. (2022), and Ranti et al. (2022). In addition, the measurement of the Work-Life Balance experience draws upon methodologies established by Hayman (2005), Witriaryani (2022), and Indrayani (2022). Moreover, the instruments for

assessing Job Satisfaction were developed referencing the works of Cellucci (1978), Sari (2019), and Djatola & Hilal (2022). Data analysis in this study used the help of SEM PLS with the stages of outer, inner and hypothesis testing analysis.

RESULT AND DISCUSSION

Outer Model

The evaluation of the external model is conducted to verify the appropriateness of the measurement tool (ensuring validity and reliability). This evaluation will ascertain the associations between observable variables and their respective indicators, essentially outlining the manner in which each indicator correlates with its corresponding latent variable. During the assessment of discriminant validity within the external model, metrics such as composite reliability, average variance extracted (AVE), convergent validity, and Cronbach's alpha were established.

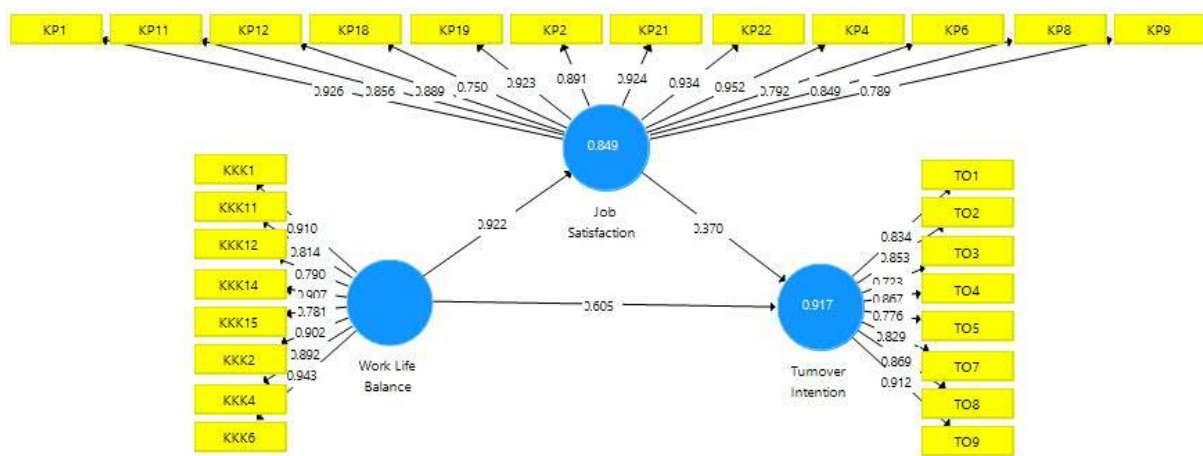


Figure 2. Outer Model

Convergent Validity

An assessment of convergent validity utilizing Partial Least Squares (PLS) and reflective metrics, which hinges on loading factors (associations between item scores/component scores and scores of the constructs), was conducted to gauge constructs (Abdillah, 2015). Examination of data presented in Table 1 confirms the validity of the indicators for measuring constructs, evidenced by loading factors exceeding 0.7 for the targeted construct. An increase in these values corresponds to enhanced indicator validity. It is determined that the indicators for all variables under study satisfy the validity criteria, hence are considered valid.

Table 1. Outer Loading Factor

	Job Satisfaction (Z)	Turnover Intention (Y)	Work-Life Balance (X)
X1			0.891
X2			0.911
X4			0.921
X6			0.918
X11			0.844
X12			0.840
X14			0.910
X15			0.812
Y1		0.848	
Y2		0.820	

	Job Satisfaction (Z)	Turnover Intention (Y)	Work-Life Balance (X)
Y3		0.820	
Y4		0.782	
Y5		0.802	
Y7		0.846	
Y8		0.854	
Y9		0.913	
Z1	0.921		
Z2	0.887		
Z4	0.944		
Z6	0.827		
Z8	0.852		
Z9	0.778		
Z11	0.852		
Z12	0.896		
Z18	0.780		
Z19	0.908		
Z21	0.917		
Z22	0.931		

Besides external burdens, assessing the validity of convergence involves examining the Average Variance Extracted (AVE) value. This measure is deemed valid and demonstrates convergent correlation when the AVE exceeds 0.5. The specific AVE values pertinent to this research are presented in Table 2. Table 2 illustrates that the Average Variance Extracted (AVE) values are as follows: Job Satisfaction at 0.767, Turnover Intention at 0.699, and Work-Life Balance at 0.778. These findings confirm that each variable in the research exceeds the threshold of 0.5, thereby establishing convergent validity for the measures used.

Table 2. Average Variance Extracted (AVE)

<i>Variable</i>	<i>Average Variance Extracted (AVE)</i>
Job Satisfaction (Z)	0.767
Turnover Intention (Y)	0.699
Work-Life Balance (X)	0.778

Discriminant Validity

The evaluation of discriminant validity in this analysis utilizes the Fornell-Larcker criterion alongside the examination of cross-loadings among constructs (Abdillah, 2015). Discriminant validity is confirmed when the criterion exceeds 0.7. Indicators for various latent variables exhibit minimal values in their correlations, indicative of robust cross-loading metrics. Analysis of data presented in Table 3 reveals that the correlations associated with the Fornell-Larcker criterion surpass those of alternative variables in this research. Table 4 illustrates that the cross-loading test yields satisfactory outcomes, as evidenced by higher correlation coefficients among variables within each latent variable relative to those between different variables. This indicates a stronger interconnection within variables compared to between them.

Table 3. Fornell-Larcker Criterion

Variable	Z	X	Y
Job Satisfaction (Z)	0.876		
Turnover Intention (Y)	0.941	0.953	0.836
Work-Life Balance (X)	0.943	0.882	

Table 4. Cross Loading

	Job Satisfaction (Z)	Turnover Intention (Y)	Work-Life Balance (X)
X1	0.853	0.788	0.891
X2	0.904	0.905	0.911
X4	0.827	0.848	0.921
X6	0.847	0.823	0.918
X11	0.854	0.913	0.844
X12	0.721	0.767	0.840
X14	0.801	0.786	0.910
X15	0.817	0.869	0.812
Y1	0.827	0.848	0.921
Y2	0.893	0.820	0.803
Y3	0.785	0.820	0.781
Y4	0.772	0.782	0.739
Y5	0.741	0.802	0.805
Y7	0.721	0.846	0.723
Y8	0.853	0.854	0.858
Y9	0.854	0.913	0.844
Z1	0.921	0.836	0.846
Z2	0.887	0.837	0.815
Z4	0.944	0.843	0.841
Z6	0.827	0.848	0.921
Z8	0.852	0.881	0.817
Z9	0.778	0.699	0.728
Z11	0.852	0.762	0.746
Z12	0.896	0.871	0.881
Z18	0.780	0.829	0.847
Z19	0.908	0.794	0.789
Z21	0.917	0.805	0.808
Z22	0.931	0.844	0.828

Composite Reability

The assessment of reliability in this research is indicated through the values of Cronbach's alpha and composite reliability. It is generally accepted that data with Cronbach's alpha and composite reliability exceeding 0.7 are considered highly reliable. For detailed examination, the values obtained for Cronbach's alpha and composite reliability are presented in the Table 5. The data presented in the Table 5 indicate that the values for all variables under study, inclusive of those for mediation, exceed 0.7. The analysis of Cronbach's alpha and composite reliability metrics allows for the assertion that the items measuring the research variables exhibit both high consistency and precision. Consequently, this research can be regarded as both valid and reliable.

Table 5. Cronbach's Alpha dan Composite Reliability

	Cronbach's Alpha	Composite Reliability
Job Satisfaction (Z)	0.972	0.975
Turnover Intention (Y)	0.938	0.949
Work-Life Balance (X)	0.959	0.965

Inner Model

Upon satisfying the requirements of the outer model metrics, attention shifts to examining the structural model (inner model). Analysis of the inner model is conducted by assessing how the constructs correlate through their significance levels. This analysis involves measuring the r-square value (indicator of reliability) associated with the dependent construct and evaluating the path coefficients using the t-statistic.

R-Square (R²)

The R² statistic serves as a quantifier for the extent of variance explained by independent variables on dependent variables. Model strengths are classified into three levels based on their R² scores: 0.75 is considered strong, 0.50 signifies a moderate level, and 0.25 represents a weak level. Referring to the data presented in Table 6, the coefficient of determination, denoted as r-square, for the Turnover Intention variable registers at 0.924, or 92.4%. This statistic indicates a significant correlation of 92.4% between Turnover Intention and the Work-Life Balance variable. Moreover, the r-square for the Job Satisfaction variable is recorded at 0.888, equivalent to 88.8%. Table 6, suggests a substantial combined effect of Work-Life Balance on Turnover Intention and Job Satisfaction, quantified at 88.8%.

Table 6 R-Square (R²)

Variable	R Square
Job Satisfaction (Z)	0.888
Turnover Intention (Y)	0.924

F-Square (F²)

Then the f-square value (f²) is used to assess how much relative influence of the independent latent variable on the dependent latent variable. The data presented in the Table 7, clearly indicates that the relationship between the variable construct of Work-Life Balance and Turnover Intention exhibits a correlation coefficient of 0.520, signifying a robust influence between them. Furthermore, the correlation coefficient of 0.212 between the constructs of Job Satisfaction and Turnover Intention suggests a moderate level of influence. Additionally, a strong association is evident between the constructs of Work-Life Balance and Job Satisfaction, as demonstrated by a correlation coefficient of 7.959, exceeding the threshold of 0.35. This analysis underscores the significant impact of these constructs on one another.

Table 7. F-Square (F²)

Variable	Turnover Intention	Job Satisfaction
Work-Life Balance (X)	0.520	7.959
Job Satisfaction (Z)	0.212	

Variance Inflation Factor (VIF)

The Variance Inflation Factor (VIF) serves as a diagnostic measure to assess the presence of collinearity among variables within a dataset. If the VIF value is below 5.00, it indicates an absence of issues related to correlation in the analysis. Analysis of Table 8 reveals that the Variance Inflation Factor (VIF) values for all construct variables are below 5.00. Consequently, one can infer that the correlation model employed in this research does not suffer from issues of collinearity.

Table 8. Variance Inflation Factor (VIF)

Variable	Turnover Intention	Job Satisfaction
Work-Life Balance (X)	2.418	1.000
Job Satisfaction (Z)	3.760	

Hypothesis Test

The process of hypothesis validation involves rigorous testing to align the initial conjectures of the study with its findings. This involves analyzing the values derived from the inner weight outputs. In the context of this investigation, a 5% margin of error is permissible, setting the critical t-value at 1.97 for this analysis. The hypothesis under scrutiny assesses both

direct and indirect effects. The evaluation of direct effects is evident through the path coefficient outcomes, whereas mediation effects are discerned from the indirect effects observed. To ascertain the direct impact of an independent variable on a dependent variable, path coefficient analysis is employed.

Table 9. Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
X → Y	0.595	0.595	0.095	6.259	0.000
X → Z	0.943	0.943	0.008	116.292	0.000
Z → Y	0.380	0.381	0.096	3.978	0.000

Based on the Table 9, the following results can be obtained:

H1: Work-Life Balance Has a Positive and Significant Effect on Turnover Intention

The analysis of the path coefficient from the provided table reveals a notable effect of the Work-Life Balance variable on Turnover Intention. This direct correlation is evidenced by a coefficient value of 0.595 and a t-statistic of 6.259, substantially exceeding the threshold of 1.96. Furthermore, the significance of this relationship is confirmed through p-values, which are significantly less than 0.5, specifically registering at 0.000, thus indicating a positive and significant impact of Work-Life Balance on Turnover Intention.

H2: Job Satisfaction Has a Positive and Significant Effect on Turnover Intention

The data presented in the preceding table, derived from the path coefficient analysis, indicates a notable positive correlation between the Job Satisfaction variable and Turnover Intention. This relationship is evidenced by an original sample coefficient of 0.380 and a t-statistic of 3.978, surpassing the critical value of 1.96. Furthermore, the significant p-values, recorded as 0.000 and decisively lower than the threshold of 0.5, confirm the substantial impact of Job Satisfaction on Turnover Intention.

H3: Work-Life Balance Has a Positive and Significant Effect on Job Satisfaction

The data presented in the aforementioned table reveals a significant and positive impact of Work-Life Balance on Job Satisfaction, as evidenced by a path coefficient of 0.943 and a t-statistic exceeding 1.96, specifically 116.292. Furthermore, the significance of this relationship is underscored by p-values less than 0.05, specifically 0.000, confirming a direct and meaningful association between Work-Life Balance and Job Satisfaction. Consequently, one can infer that an optimal Work-Life Balance is crucial for enhancing Job Satisfaction directly.

Table 10. Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
X → Y	0.358	0.360	0.091	3.953	0.000

H4: Job Satisfaction Mediates the Effect of Work-Life Balance on Turnover Intention Positively and Significantly

Based on Table 10, the analysis of the indirect effects table reveals a notable influence of Work-Life Balance on Turnover Intention, mediated by Job Satisfaction. This influence is quantitatively supported by a sample value of 0.358 and a t-statistic of 3.953, surpassing the critical value of 1.96. Moreover, the significance of this relationship is confirmed by p-values which are less than 0.5, specifically recorded at 0.000. Therefore, it is deduced that Work-Life Balance significantly and positively impacts Turnover Intention when Job Satisfaction serves as the mediating variable.

Discussion

The analysis of the path coefficients, as depicted in the preceding table, reveals that the Work-Life Balance variable significantly influences Turnover Intention. The original sample's coefficient was found to be 0.595, with a corresponding t-statistic of 6.259, exceeding the critical value of 1.96. Additionally, the p-value was recorded at 0.000, which is below the threshold of 0.05. Consequently, it is established that Work-Life Balance exerts a substantial positive impact on Turnover Intention, thereby confirming hypothesis 1 (H_1) of this research off Fayyazi & Aslani (2015); Khan & Du (2014); Atiq et al. (2017). It has been demonstrated that Work-Life Balance significantly enhances Turnover Intention. It is crucial for organizations to prioritize Work-Life Balance to diminish Turnover Intention effectively.

The examination of the path coefficient values presented in the table demonstrates that Job Satisfaction positively impacts Turnover Intention. This assertion is substantiated by the original sample value of 0.380 and a t-statistic that exceeds 1.96, recorded at 3.978. Further, the significance of this effect is confirmed by p-values, where a value of 0.000 falls well below the threshold of 0.05, indicating a statistically significant relationship between Job Satisfaction and Turnover Intention. Consequently, the hypothesis H_2 posited in this research is validated. This finding aligns with the outcomes from previous scholarly investigations Ningtyas et al. (2020), Suhakim & Badrianto (2021), Maulidah et al. (2022).

The examination of the path coefficient test depicted in the preceding table reveals that the Work-Life Balance factor exerts a considerable and affirmative impact on Job Satisfaction. This is evidenced by the original sample's coefficient of 0.943 and a t-statistic surpassing the critical value of 1.96, specifically registering at 116.292. Furthermore, the p-values, registering significantly lower than 0.5 at 0.000, substantiate the profound influence of Work-Life Balance on Job Satisfaction. Consequently, it is affirmed that Work-Life Balance significantly enhances Job Satisfaction, thereby leading to the acceptance of hypothesis H_3 within this analysis. These findings are in alignment with the empirical evidence presented in prior research on the subject Tupamahu et al. (2022), Kasbuntoro (2020), Aseptia & Maruno (2018).

The analytical data presented in the table regarding indirect effects demonstrates a significant influence of Work-Life Balance on Turnover Intention, mediated by Job Satisfaction. This is substantiated by the original sample's value of 0.358 and a t-statistic of 3.953, surpassing the threshold of 1.96. Furthermore, the relevance of these findings is confirmed by p-values significantly lower than 0.5, specifically 0.000. This establishes a positive and substantial indirect impact of Work-Life Balance on Turnover Intention through Job Satisfaction. Consequently, hypothesis H_4 is affirmed within this research. Moreover, these findings corroborate those of prior studies Rohaeni & Nurdin (2020), Al-Ghazali & Sohail (2021), and Latupapua et al. (2022) The research suggests that a favorable Work-Life Balance not only reduces Turnover Intention among employees but is also essential in delivering Job Satisfaction.

CONCLUSION AND RECOMMENDATION

Conclusion

An analysis of the impact of Work-Life Balance on Turnover Intention has yielded conclusive evidence of a meaningful and robust relationship between the two. The findings indicate that enhanced Work-Life Balance policies instituted by organizations are associated with a reduction in Turnover Intention. Furthermore, Job Satisfaction plays a critical role in influencing Turnover Intention directly. From this, it follows that greater Job Satisfaction among employees correlates with a decreased rate of Turnover Intention within the organization. Additionally, Work-Life Balance exerts a direct and significant influence on Job Satisfaction. Thus, superior implementation of Work-Life Balance initiatives leads to fulfilled Job Satisfaction levels among staff. Work-Life Balance is characterized by the ability of

employees to harmonize their professional and personal lives, creating an environment free from stress and exhaustion that might otherwise impede their job performance.

The role of Job Satisfaction as an intermediary significantly and positively influences indirect effects. When employees attain a high degree of Job Satisfaction, they typically achieve a satisfactory Work-Life Balance, which positively impacts their inclination to remain with their organization. Work-Life Balance is a critical factor in influencing Turnover Intention via Job Satisfaction. A lack of balance between professional and personal life often leads to challenges in time management, resulting in stress and a consequent desire to resign from their positions. Nevertheless, factors contributing to Job Satisfaction, such as equitable compensation relative to the amount of work performed, recognition of sacrifices made for family to meet work demands, consistent appreciation from supervisors, and support from colleagues during challenging tasks, create a sense of security and comfort within the workplace. This environment helps in nurturing loyalty and diminishes the likelihood of seeking employment elsewhere. When employees' Work-Life Balance is effectively managed through Job Satisfaction, it substantially lowers the Turnover Intention among the staff of PT X.

Recommendation

In light of this investigation's findings, this study has several limitations. First, the number of respondents is small. Second, the sampling location is limited. Third, this study only focuses on three variables, namely work-life balance, job satisfaction, and turnover intentions. Recommendations for further researchers are to use more respondents to obtain varied results, using other research variables such as quality of work life, leadership, workplace flexibility, workplace stress, and workplace aggressiveness.

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