The Effect of Work Life Balance, Organizational Commitment on Turnover Intention Through Job Satisfaction for Employees at PT X

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Abstract: This research presents an investigation of the effect of Work Life Balance, Organizational Commitment on Turnover Intention through Job Satisfaction at PT X. PT X is a multinational company engaged in international or inter-country based logistics. Therefore, Work Life Balance, Organizational Commitment will affect Turn Over Intention through Job Satisfaction. The investigation was conducted by distributing questionnaires that presented several options regarding personal and work biodata, then question items based on the variables in this study. Namely Work Life Balance (WLB), Organizational Commitment (OC), Job Satisfaction (JS), Turnover Intention (TI). The questionnaires were distributed to employees in various divisions randomly and based on ethics and professionalism in research. Employees are the company's greatest asset, as we know the importance of life balance and employee commitment to the company on the intention to quit or change places of work through employee satisfaction with the company. When employees are satisfied with their workplace, they will have high performance and increase employee commitment to the company. This study aims to analyse WLB, OC towards IT through JS of workers at PT X focusing on administrative, supervisory, professional/technical, and almost all divisions. This is because PT X is a multinational company that develops its business that prioritises customer satisfaction in various countries including Indonesia, so that almost all divisions must fully contribute to the company. This makes it difficult for employees to balance their personal and work lives, resulting in employee resignations. Employee resignation and turnover are major concerns for employers as they incur large associated costs (Hom et al., 2017). The loss of one employee can result in up to 60% loss of profit and productivity for the organisation (Rowley & Purcell, 2001). Therefore, organisations try to save their employees by paying attention to employee retention in their organisation. Previous literature, reveals that various factors are involved that influence employees to stay or leave the organisation (Subramaniam et al., 2019). However, it is believed that work-life balance has a positive influence on employee behaviour (Koon, 2022). Work-life balance (WLB) has become a central issue in the modern world of work. The high demand for productivity and the ever-evolving availability of technology have created significant pressure for workers to balance the demands of work with their personal lives. The healthcare sector, as one of the most demanding sectors, is often highlighted in WLB studies. Job satisfaction is treated as a mediator in this study based on theoretical foundations and literature. For example, a person's behaviour is determined by his or her behavioural intention to do so. This intention is itself determined by the person's attitude and subjective norm towards the behaviour (Sheppard et al., 1988). Job satisfaction is an important human attitude that has the ability to influence behaviour. Therefore, job satisfaction can be tested as a mediator between work-life balance, employee retention, and turnover. (Deery & Jago, 2015) confirmed that job satisfaction is a suitable mediator between work-life balance and employee behaviour (Deery & Jago, 2015).

Introduction

Employees are one of the greatest assets for an organization, especially in companies engaged in the international logistics sector such as PT. X. This company is a multinational company that focuses on managing logistics between countries, so it involves employees in various divisions to support complex and dynamic operations. However, the big challenge faced by this company is retaining their employees, especially in the face of high work pressure. Employee turnover or turnover intention is one of the main problems because it can cause high costs for the company. Employee turnover also has the potential to reduce productivity and profits, even up to 60% of the organization's total productivity (Rowley & Purcell, 2001). One factor that is often considered in the literature is work-life balance (WLB). Work-life balance has become a central issue in the modern workplace due to the demands of high productivity and technological developments that increasingly facilitate connectivity, but also increase work pressure. Imbalance between work and personal life often has a negative impact on employee job satisfaction (JS), which can ultimately affect their intention to leave work (turnover intention/TI).

In addition, employee commitment to the organization (organizational commitment/OC) is also an important factor that can affect the relationship between WLB, JS, and TI. Job satisfaction has an important role as a mediator that bridges the relationship between WLB and TI.(Deery & Jago, 2015) stated that job satisfaction is a relevant mediator in explaining how work-life balance affects employee behavior, including their intention to stay or leave the organization. When employees are satisfied with their jobs, they tend to have lower turnover intentions. Conversely, dissatisfied employees tend to have greater intentions to look for jobs elsewhere. Through this study, it is expected to gain a better understanding of the factors that influence job satisfaction and turnover intention. In addition, this study also aims to provide theoretical contributions to the existing literature on WLB, OC, and TI and to assist companies in designing better policies to improve employee retention. As a multinational company, PT. x can utilize the results of this study to create a work environment that supports employee work-life balance, improves their job satisfaction, and ultimately reduces turnover rates.

Methodology

Research Design

This study uses a quantitative method with a quantitative descriptive approach. With a research design using Google Form as a means of distributing questionnaires. According to (Kasiram, 2008) quantitative research is a process of finding knowledge that uses data in the form of numbers as a tool to analyze information about what you want to know. This research is deductive in nature where the formulation of the problem is answered using a theory formulated into a hypothesis. The form of the problem in this

study is a causal correlation. According to (Sekaran and Bougie, 2016) causal research is the core of scientific research. The study tests whether a variable causes another variable to change. In this study, a questionnaire was distributed using standard instrument measurements given to all respondents to collect data related to our research variables. These steps have been described as, (1) A self-prepared questionnaire was used to collect socio-demographic data and work-related information from the respondents. (2) The Professional Quality of Life Scale (ProQOL) measures the positive and negative effects experienced by those who choose to help others who are suffering and traumatized (Stamm, 2009).

The questionnaire used *a 5-Point Likert Scale,* asking respondents to assess how often they experiencing certain feelings related with their work. (3) The multidimensional scale of perceived social support, was used to measure perceived social support in this study (Zimet et al., 1988). This widely used instrument has three subscales, each of which addresses a different source of support, namely: Family, friends, and significant others. The reliability of the instrument in this study using Cronbach's alpha coefficient was estimated at 0.82 and was considered "good" (George & Mallery, 2003). (4) The WLB Scale is a psychometric instrument used to measure WLB in organizations (Hayman, 2005). This scale consists of 15 items and is designed to capture employee perceptions of WLB. This scale measures three WLB constructs, namely, work interference with personal life (WIPL), personal life interference with work (PLIW), and work personal life enhancement (WPLE) (George & Mallery, 2003).

Sampling Techniques

This study uses a survey data collection technique method with the help of a *Google Forms -based questionnaire* as a data collection tool. The use of *Google Forms* was chosen because of its ease of access, time efficiency, and ability to reach respondents spread across various divisions at PT. X located at the head office, namely Jakarta and the branch office, namely Semarang. The sample in this study consisted of employees in various divisions, including administration, supervisors, professionals/technical, and other divisions that are directly or indirectly involved in company activities. The sampling technique was carried out using non-probability sampling with a purposive sampling approach, where respondents were selected based on certain criteria, namely:

a. Active employees working at PT. X Jakarta and Semarang
b. Have a minimum of 6 months work experience in the company.
c. Willing to participate in this research.

The minimum number of respondents targeted in this study is 110 respondents, in accordance with the needs of quantitative data analysis to be carried out. The questionnaire distributed consists of two main parts, namely:

a. The first section includes respondent biodata such as age, gender, civil status, length of service, and function of the division where they work.

b. The second part contains questions related to the research variables, namely *Work-Life Balance* (WLB), *Organizational Commitment* (OC), *Job Satisfaction* (JS), and *Turnover Intention* (TI).

The questionnaire was designed using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), to measure the level of respondent agreement with statements related to each variable. *Google Forms* allows researchers to access data in real-time and ensure data validity through automatic validation features, such as setting the obligation to fill in each question to avoid empty data. Data collected through *Google Forms* will then be processed and analyzed using statistical methods to answer the objectives and hypotheses of the study. Data collection is carried out within a certain period of time by ensuring the confidentiality and anonymity of respondents in accordance with research ethics.

Result and Discussion

Instrument Test

Data collection in this study was conducted using a questionnaire. The intensity of respondents in answering questions is very important to describe the main aspects of the study. To avoid errors in measurement, instrument testing was carried out to test validity and reliability. Validity measures the degree of accuracy between data obtained from the research object and data reported by the researcher, while reliability relates to the consistency and accuracy of measurement (Hamed Taherdoost & Lumpur, 2016).

Validity Test

Validity test is a measurement to ensure the extent to which the measuring instrument used is appropriate in measuring data or information, in other words the measuring instrument used is suitable or appropriate for use in measuring a variable to be measured (Hermawan., 2013). The basis for taking factor analysis is used to analyze variables that are predicted to be related to each other. Each variable has a *factor loading value* that represents it, *the factor loading* is determined based on the number of illustrations in the research (Hair et al, 2010). The basis for making decisions on validity tests is as follows:

1) If Factor Loading ≥ 0.45 (Statement Item is said to be valid).
2) If Factor Loading ≤ 0.45 (Statement Item is said to be invalid).

Table 1Validity Test Results

Variables	Indicator	Loading Factor	Limit	Information
Work Life Balance	WLB1	0.876	> 0.5	Valid
	WLB2	0.779		Valid
	WLB3	0.833		Valid
	WLB4	0.875		Valid
	WLB5	0.792		Valid

Variables	Indicator	Loading Factor	Limit	Information
	WLB6	0.809		Valid
	WLB7	0.857		Valid
	WLB8	0.829		Valid
	WLB9	0.826		Valid
	WLB10	0.790		Valid
	WLB11	0.797		Valid
	WLB12	0.783		Valid
	WLB13	0.710		Valid
	WLB14	1,116		Valid
Organizational Commitment	OC1	0.734	> 0.5	Valid
	OC2	0.857		Valid
Job Satisfaction	JS1	0.710	> 0.5	Valid
	JS2	0.859		Valid
	JS3	0.844		Valid
Turnover Intention	TI1	0.906	> 0.5	Valid
	TI2	0.814		Valid
	TI3	0.928		Valid
	TI4	0.861		Valid

Source: SPSS Output Results Version 22, 2024

Reliability Test

According to Bougie and Sekaran (2016), Reliability Test is a measurement that is determined by testing consistency and stability according to items. Consistency shows how well the statement items that measure a concept can be combined as a whole. So the decision to test reliability is as follows:

1) If the *Cronbach's Alpha coefficient is* ≥ 0.60 →then *Cronbach's Alpha is acceptable (construct reliable).*

2) If the *Cronbach's Alpha coefficient* < 0.60 →then *Cronbach's Alpha is unacceptable (construct unreliable).*

$$\text{Construct Reliability} = \frac{\left(\sum Factor\ Loading\right)^2}{\left(\sum Factor\ Loading\right)^2 + \sum Measurement\ Error}$$

Table 2 Reliability Test

Variables	CR	Limit	Information
Work Life Balance	0.970	> 0.7	Reliable
Organizational	0.777		Reliable

Commitment			
Job Satisfaction	0.848		Reliable
Turnover Intention	0.931		Reliable

Source: SPSS Output Results Version 22, 2024

Goodness Of Fit Test

In accordance with model Which developed on study This , so data analysis tools Which used is S E M y a n g operated by using the A M OS application . L a ng k a h - step a h T hese refer to a d a p r o s e s S E M a n a l i s i s according to Gho za li (2017) .

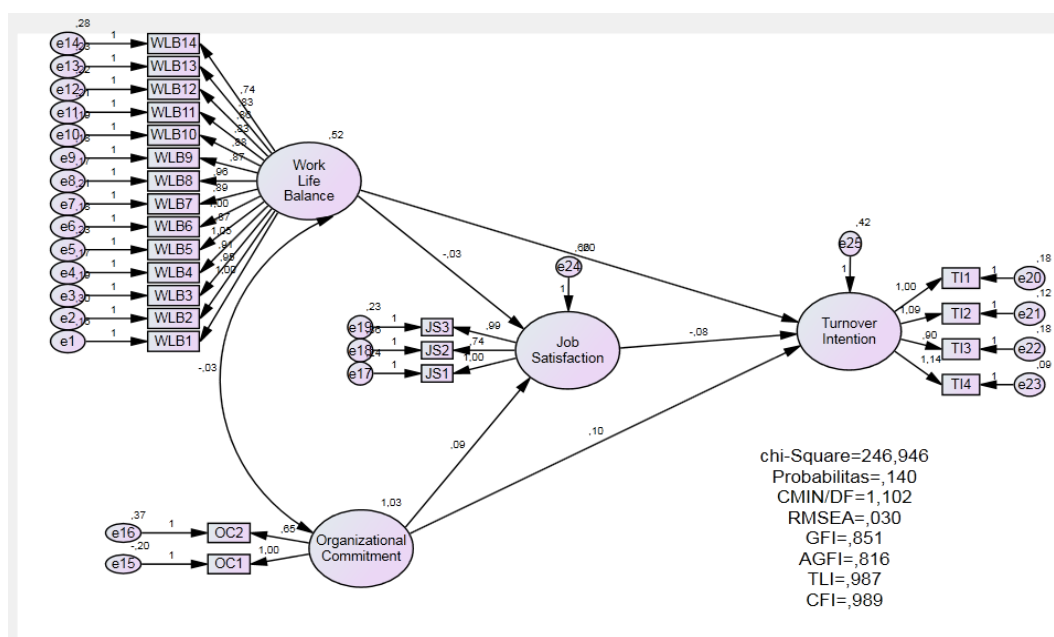**Figure 1Goodness of Fit Test**
Source: SPSS Output Results Version 22, 2024

Table 3Goodness of Fit Test Results

Goodne s s of f it i n d e x	Cut - o f f v al u e	M o d e l Study	M o d e l
C hi - s qua r e	$\leq 259 , 914$ (df= 224)	246 , 946	F it
Significant p r o b a b i l i t y	$\geq 0 . 05$	0 ,140	F it
RM S E A	$\leq 0 . 08$	0.0 30	F it
GFI	$\geq 0 . 90$	0, 851	Marginal
A G F I	$\geq 0 . 90$	0, 816	Marginal
CM I N/DF	$\leq 2 . 0$	1, 102	F it
T L I	$\geq 0 . 90$	0, 987	F it
CFI	≥ 0.90	0, 989	Fit

Source: SPSS Output Results Version 22, 2024

B ased on the results table 3. , it can be seen that research model approach as model good f i t. This RMSEA analysis is useful for improving Chi-Square which cannot accept large sample sizes. According to Ghozali (2017), the RMSEA value is said to be good if it has a result $\leq$ 0.08. Then, the Goodness of Fit Index (GFI) shows the level of Overall model fit is calculated from the squared residuals of the predicted model compared to the actual data. This GFI analysis measures non-statistics with values ranging from 0-1.0. A value of 1 is declared poor fit and if the value is getting better approaching 1.0 it can be declared perfect fit . This shows that the higher the GFI value indicates a good fit. According to Ghozali (2017), the GFI value tested has a good fit is > 0.90. Then, AGFI is the GFI adjusted to the ratio between the proposed degree of freedom and degree of freedom of the null model. According to Ghozali (2017), recommends a value > 0.90. The greater the AGFI value, the better the model's suitability. Then the CMIN/DF analysis is a parsimonious fit measurement to measure goodness of fit. This measurement is expected to have a value not exceeding 2 so that the results can be stated as fit. TLI analysis is the first measurement proposed to evaluate factor analysis. According to Ghozali (2017), TLI is used to overcome problems due to model complexity. The recommended value for TLI is >0.90. CFI analysis is a measurement of incremental suitability. According to Ghozali (2017), the range of values is between 0-1, values approaching 1 identify models that have a good level of suitability. The value recommended for CFI >0.90.

Respondent Characteristics

From the results of this study conducted on employees of PT X in Jakarta and Semarang, the researcher obtained a total of 113 respondents who were distributed randomly. It is known that the demographic characteristics of the respondents consisting of gender, age, last education, and length of service are as follows:

Respondents' Gender Profile

The following is a table of respondent characteristics distributed to PT X employees in Jakarta and Semarang based on gender:

Table 4Demographic Data of Respondents Based on Gender

Gender	Number of respondents	Percentage
Man	47	41.6
Woman	66	58.4
Total	113	100.0

Source: SPSS Output Results Version 22, 2024

Based on table 4, it is known that the characteristics of respondents based on gender consist of men at 41.6% (47 people) and women at 58.4% (66 people), therefore the

majority of employees working at PT X are women, this is because the type of work is administrative and *office work* .

Respondents Age Profile

The following is a table of respondent characteristics distributed to PT.X employees based on age.

Table 5Demographic Data of Respondents Based on Age

Age	Number of respondents	Percentage
19	1	9
20	2	1.8
21	3	2.7
22	10	8.8
23	40	35.4
24	11	9.7
25	4	3.5
26	5	4.4
27	13	11.5
28	10	8.8
29	1	9
30	4	3.5
31	2	1.8
32	1	9
33	1	9
34	1	9
35	1	9
38	1	9
52	1	9
57	1	9
Total	113	100.0

Source: SPSS Output Results Version 22, 2024

Table 5., shows that the characteristics of respondents based on age are the youngest at 9% with a total of 1 person aged 52 years and 1 person aged 57 years, the oldest at 9% with a total of 1 person aged 19 years, and the most at the age of 23 years with a percentage of 35.4% as many as 40 people in PT X Jakarta and Semarang. PT X employs young people over 20 years old because they are ready to work, have good *work*

performance , have energy that is still enthusiastic, and can give a lot of time to the organization.

Respondents' Last Education Profile

The following is a table of respondent characteristics distributed to PT X employees in Jakarta and Semarang based on their last education:

Table 6Respondents Based on Last Education

last education	Number of respondents	Percentage
D3	24	21.2
Professional	3	2.7
Bachelor's Degree or Equivalent	86	76.1
Total	113	100.0

Source: SPSS Output Results Version 22, 2024

Based on table 6, it can be seen that the characteristics of respondents based on education are more likely to have a bachelor's degree or equivalent education history of 76.1% with a total of 80 people, and the smallest professional or high school and vocational school of 2.7% with a total of 3 people. The last professional education has a work status as an intern with flexible hours. PT X likes to accept interns in order to minimize company costs and provide opportunities for people who do not have experience. However, PT X also openly employs *fresh graduates* and gives them opportunities. The purpose of PT X is to employ more bachelor's degree or equivalent education than D3, because bachelor's degree or equivalent are usually more focused on their work and more mature in thinking, while D3 usually continue their studies again but while working.

Respondents' Length of Service Profile

The following is a table of respondent characteristics at PT X Jakarta and Semarang which are distributed based on length of service:

Table 7Demographic Data Based on Length of Service

Years of service	Number of respondents	Percentage
< 1 year	23	20.4
1-5 years	72	63.7
6-10 years	15	13.3
> 10 years	3	2.7
Total	113	100.0

Source: SPSS Output Results Version 22, 2024

Based on table 7., it is known that the characteristics of respondents based on work period are divided into four categories and the largest are in the 1-5 year time span with a percentage of 63.7% with a total of 72 people. This is because PT X often employs people who already have work experience, even re-employing people who have interned at PT X. The purpose of PT X is to make it easier for the company to operate, because employees must prioritize *clients* and often communicate with other foreign companies, both in Indonesia and outside Indonesia. Therefore, PT X needs experienced employees.

Respondents' Civil Status Profile
The following is the civil status of respondents who work at PT X Jakarta and Semarang:

Table 8Demographic Data Based on Civil Status

Category	Frequency	Percentage
Never been married	99	87.6
Divorce on/off	2	1.8
Marry	12	10.6
Total	113	100.0

Source: SPSS Output Results Version 22, 2024

Based on the table, it can be seen that the characteristics of respondents based on the respondent's Marital Status , most respondents have never been married, namely 99 respondents (87.6 %). PT X employs many employees aged 20-25 years, therefore more respondents are unmarried. This also makes employees only focus on their work.

Respondents' Financial Status Profile
In this study, giving respondents the question "Is your income the main source of financial support for your family?" to find out the reasons why respondents answered the questions on the variables. The following is a profile of the financial status of employees at PT X Jakarta and Semarang:

Table 9Respondents' Financial Status Profile

Category	Frequency	Percentage
No	76	67.3
yes	37	32.7
Total	113	100.0

Source: SPSS Output Results Version 22, 2024

Based on the table, it can be seen that the characteristics of respondents based on the financial status profile, most respondents answered no, namely 76 respondents

(67.3%). In employees at PT X, more are not the main source of financial support for their families, this is because employees at PT.X are mostly young and not yet married. So employees at PT X are more likely to support themselves and only meet their own needs.

Discussion
Work Life Balance (WLB) Analysis Results
Descriptive statistics for the WLB variable can be seen as follows:

Table 10Descriptive Statistics *of Work Life Balance*

Work Life Balance	N	Min	Max	Mean	Std. Deviation
WLB1	113	2	5	3.50	0.825
WLB2	113	2	5	3.58	0.884
WLB3	113	2	5	3.50	0.792
WLB4	113	2	5	3.46	0.866
WLB5	113	2	5	3.40	0.797
WLB6	113	2	5	3.47	0.835
WLB7	113	2	5	3.47	0.791
WLB8	113	2	5	3.45	0.813
WLB9	113	2	5	3.53	0.757
WLB10	113	2	5	3.53	0.768
WLB11	113	2	5	3.53	0.757
WLB12	113	2	5	3.39	0.784
WLB13	113	2	5	3.48	0.769
WLB14	113	2	5	3.41	0.752
Average				3.48	

Source: SPSS Output Results Version 22, 2024

The Work Life Balance variable has an average value of 3.48 with a minimum value of 2 and a maximum value of 5.

Results of Organizational Commitment (OC) Analysis
Descriptive statistics for the OC variable in this study are as follows:

Table 11Descriptive Statistics *of Organizational Commitment*

Organizational Commitment	N	Min	Max	Mean	Std. Deviation
OC1	113	1	5	3.86	0.915

OC2	113	1	5	3.79	0.901
Average				3.82	

Source: SPSS Output Results Version 22, 2024

The Organizational Commitment variable has an average value of 3.82 with a minimum value of 1 and a maximum value of 5.

Job Satisfaction (JS) Analysis Results

Descriptive statistics for the JS variable are as follows:

Table 12Descriptive Statistics *of Job Satisfaction*

Job Satisfaction	N	Min	Max	Mean	Std. Deviation
JS1	113	1	5	3.96	0.958
JS2	113	1	5	4.00	0.856
JS3	113	1	5	3.88	0.943
Average				3.95	

Source: SPSS Output Results Version 22, 2024

The Job Satisfaction variable has an average value of 3.95 with a minimum value of 1 and a maximum value of 5.

Turnover Intention (TI) Analysis Results

Descriptive statistics for the TI table are as follows:

Table 13Descriptive Statistics *of Turnover Intention*

Turnover Intention	N	Min	Max	Mean	Std. Deviation
TI1	113	2	5	3.66	0.797
TI2	113	2	5	3.70	0.812
TI3	113	2	5	3.65	0.741
TI4	113	2	5	3.67	0.829
Average				3.67	

Source: SPSS Output Results Version 22, 2024

The Turnover Intention variable has an average value of 3.67 with a minimum value of 2 and a maximum value of 5.

Conclusion

Work-Life Balance is a very important factor in influencing employee job satisfaction and turnover intention. By improving the balance between work and personal life, companies can increase employee satisfaction and reduce turnover rates. Organizational Commitment in this study did not have a significant effect on job satisfaction and turnover intention. This indicates that other factors may be more dominant in influencing these variables. This is because the results of the hypothesis test showed that only hypothesis three or the direct effect of WLB on TI was supported. Because, the employees who work at PT. X are mostly 23 years old 35.4% as many as 40 people, with female gender of 58.4% (66 people), which means that employees at PT X are not yet stable in controlling their emotions and still think *impulsively* . According to Hsu et al. (2017b) said that TRA and SET theories together form a good combination to express a person's attitude and intention towards behavior. For example, in response to good treatment from one party (employee or employer), the other party shows a similar or better response that builds a chain of relationships. In this case, Talukder et al. (2018) said that TRA works well when we try to investigate intentions and attitudes and their impact on behavior, both for personal and social perspectives, where social behavior is motivated by individual attitudes.

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