

The Influence of Work-Life Balance on Employee's Turnover Intention (Case Study in Head Office Perum BULOG Jakarta)

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ABSTRACT

This study aims to determine how the level of work-life balance, the level of employee turnover intention, and the effect of work-life balance on the turnover intention of employees at the head office of Perum BULOG Jakarta. The sample in this study as many as 86 employees with a sampling technique that is the probability sampling. In addition, the data analysis techniques used are descriptive analysis, simple linear analysis, classical assumption test, coefficient of determination, and t test using the SPSS version 26 application to process the data.

Based on the results of the study, it shows that the level of employee work-life balance is in the high category, the level of employee turnover intention is in the low category, and the results of simple linear regression analysis show that the work-life balance has a significant negative effect on turnover intention.

Keywords: Human Resources Management, Work-Life Balance, Turnover Intention

Preliminary

In the current era of the industrial revolution 4.0, human resources must have high competitiveness to meet the absolute needs of the organization. Along with these changes, companies must create new policies and strategies so that their human resources can keep up with the changing times and be able to compete with competitors. Human resources have an active and dominant role in organizational activities because human resources are planners, actors, and determinants in achieving organizational goals. Without an active role in human resources, organizational goals cannot be realized even though the organization has advanced technology. Good management of human resources is one of the success factors of an organization. Managing human resources in the company is needed to create good working conditions and be able to meet the needs of every member of the company. Minimizing employee's turnover is one of the efforts to manage human resources by considering all factors that cause employees to desire to move or leave the company (turnover intention). According to Ahmad (2018) turnover intention is an employee's cognitive response to a particular organizational condition that can encourage them to look for better job options so that it becomes the intention to leave the organization voluntarily. When turnover intentions turn into employee turnover, the company will incur large costs related to training, development, maintenance, and maintaining employees in a company.

Head office of Perum BULOG Jakarta is a state-owned enterprise (BUMN) engaged in food logistics. In this company, there is a phenomenon of turnover intention. Based on turnover data sourced from Perum BULOG Jakarta from 2018 to 2020, almost every month employees make turnovers. In 2018, the turnover ratio was 4.3%. Furthermore, in 2019, Perum BULOG has an increase in turnover ratio to 6.0%. In 2020, the turnover ratio will be 4.0%. Through interviews with the person in charge of the HR division of Perum BULOG Jakarta, usually, employees leave the company for their reasons.

Many factors can trigger employee turnover intention. One such factor is work-life balance. According to Shaffer et al (2016), a low work-life balance has negative consequences on employee health and will affect organizational performance.

Therefore, the imbalance between work and personal life will cause stress that will cause turnover intentions in employees (Kumara, 2018).

From the results of the spread of pre-research questionnaires that have been distributed to 30 respondents, employees still feel that the workload is too heavy, and sometimes personal activities are disrupted due to work. This shows the phenomenon related to work-life balance at Head Office of Perum BULOG Jakarta.

Based on the description above, then the author can conclude the problem formulation as follows:

- a. What is the level of Work-life balance at Head Office of Perum BULOG Jakarta?
- b. What is the turnover intention rate at Head Office of Perum BULOG Jakarta?
- c. Is there a work-life balance influence on turnover intentions at Head Office of Perum BULOG Jakarta?

Literature Review

Theory of Human Resources Management

Human resource management is human management through several processes such as recruitment, planning, training, selection, development, career, compensation, safety and health and establishing industrial relations until termination of employment to achieve company goals and improve stakeholder welfare (Kasmir, 2016).

Theory of Organizational Behaviour

According to Rino (2020) organizational behavior is part of management science that discusses the behavior of everyone in an organization that has a direct or indirect influence on the organization.

Theory of Work-Life Balance

According to Clark in Adiningtiyas & Mardhatillah (2016) Work-Life Balance is a balance in which an individual can balance his responsibilities in work and social life with minimal role conflict. According to Greenhaus in Hafid (2017) Work-Life Balance has three dimensions including: 1) time balance, is a lot of time devoted to work and family; 2) Involvement balance, is the level of psychological involvement of

individuals in work and family roles; 3) Satisfaction balance, is the level of individual satisfaction in his work and family role.

Theory of Turnover Intention

Turnover intention is the culmination of all behavioral actions that are influenced by employee dissatisfaction in their work, if employees are not satisfied with their work, then they will look for another workplace (Priansa, 2018). According to Kartono (2017) there are three dimensions in turnover intention, including: 1) Intention to quit, which begins with changes in employee behavior such as high levels of absenteeism and mortality; 2) job search, is characterized by finding other jobs and looking for additional income from outside the organization; 3) Thinking of quit, begins with thinking about his decision before taking his job exit.

Framework Theory

This research aims to find out how much influence work-life balance on turnover intentions of employees at Head Office of Perum BULOG Jakarta. The independent variable is the work-life balance, while the dependent variable is the turnover intention. Here is a framework theory to give an idea of this flow of thinking based on variable dimensions according to experts.:

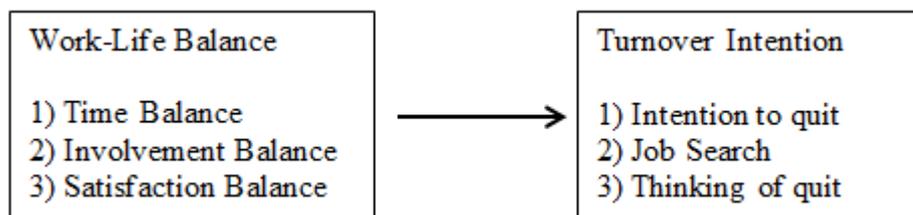


Figure 1 Framework Theory

Source: Researchers' Processed Data (2020)

Hypothesis

Hypothesis is a temporary guess at the formulation of the research problem, where the formulation of the research problem has been said in the form of a question. In addition, it is stated temporarily because the answers given are only based on theory and have not yet established empirical facts obtained through data collection (Sugiyono, 2018). Based on previous research and frame of mind, the hypothesis used

by the author is "**There is a work-life balance influence on turnover intention of Employees Head Office of Perum BULOG Jakarta**"

Research Methods

Research Model

The research used in this research is a quantitative method. Quantitative research is a study based on quantitative data in the form of numbers or numbers (Suliyanto, 2018). The measurement scale used to measure statement in questionnaires is likert scale.

Population

According to Surjaweni (2015) population is an entire object or subject with certain characteristics and qualities determined by the researcher, the justice is drawn conclusions. While according to Suliyanto (2018) the population is all elements that will be suspected characteristics. The population in this study is all employees of Perum BULOG Jakarta numbering 563 people.

Sample

One formula that can be used as a sample measurement technique is with the formula Slovin (Suliyanto, 2018: 187):

$$n = \frac{N}{1+Nd^2}$$

Description:

n = Minimum sample size

N = Population size

d = Sampling error

In this study, the population of 563 employees with fault tolerance used is 10% (0.1) because the study was conducted while the Covid-19 pandemic was ongoing so that employees work from home to avoid large crowds so that the use of 10% error tolerance is used to reduce the number of samples available. In addition, the study used the Probability sampling . Therefore, to find out the number of samples in this study is:

$$n = \frac{563}{1+563(0.1)^2}$$

$$n = \frac{563}{6.6}$$

$$n = 85.30$$

Based on the calculation, the minimum number of samples used in this study was 85.30 and rounded to 86 employees of Head Office of Perum BULOG Jakarta.

Data Source

1) Primary Data

In this study the primary data used came from company data, observations, interviews with study subjects, as well as questionnaires distributed to respondents.

2) Secondary Data

In this study, the secondary data used by researchers were books and journals.

Results And Discussion

Descriptive Analysis

Descriptive analysis is used to describe the perception of 86 respondents to the work-life balance variable as an independent variable (X) and the turnover intention variable as a dependent variable (Y). The results of descriptive analysis that has been done show that the work-life balance variable is in the high category with a percentage of 74.4%. This shows that employees of Perum BULOG Jakarta have a high level of work-life balance, employees have completed work on time, are able to divide commitments and responsibilities between personal affairs and work well. In the turnover intention variable is in the low category with a percentage of 50.6%. This shows that Perum BULOG Jakarta employees have low turnover intention rates, employees do not intend to leave the company at this time, and do not intend to leave their current jobs.

Classical Assumption Test

a. Normality Test

The normality test is performed to test whether the residual value generated by regression is normally distributed or not. To find out the data that has been obtained

normal distribution or not, can be done in two ways, namely by graph analysis and statistical tests.

1. Graph Analysis

- Histogram charts have images that do not tilt to the left or to the right or form a bell pattern. Thus, it is distributed normally.
- The Normal P-P Plot of Regression Standardized Residual graph shows data spreading around diagonal lines and following diagonal line directions. Therefore, the data is distributed normally.

2. Statistical test

The statistical test is a normality test based on the kolmogrov-smirnov (K-S) non-parametric statistical test. The turnover intention criteria are:

- a. If the value of Asymp. Sig. (2-tailed) > 0.05 then the data does not experience normal distribution disruption.
- b. If the value of Asymp. Sig. (2-tailed) < 0.05 then the data experienced normal distribution disruption.

It is known that the test results have an Asymp value. Sig. (2-tailed) of 0.200 and the value is more than the significance value (0.05), therefore the residual variable does not experience interference or normal distribution.

Heteroskedasticity Test

A heteroskedasticity test is a test to see if there is a variance inequality from residual variable to other variable. A good regression model is that heteroskedasticity does not occur. If the pattern in the scatter diagram forms a regular pattern then regression is exposed to heteroskedasticity disorder. Conversely, if the scatter diagram does not form regular patterns, because regression can be said to be not experiencing heteroskedasticity disorders.

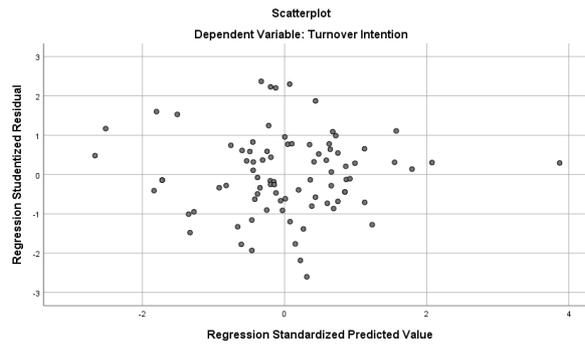


Figure 2 Scatterplot

Source: Data Processed SPSS ver.26 (2021)

Based on the results of the test, it can be said that the scatter diagram does not form an orderly pattern, so regression does not experience heteroskedasticity disorders.

Results of Simple Linear Regression Analysis

Simple linear regression analysis is used to determine the effect of independent variable (Work-Life Balance) on dependent variable (Turnover Intention) conducted on 86 respondents of Perum BULOG Jakarta employees.

Table 2
Results of Simple Linear Regression Analysis

<u>Coefficients^a</u>			
Model	Unstandardized		Standardized
	Coefficients		Coefficients
	B	Std. Error	Beta
1 (Constant)	4,926	0,481	
Work-Life Balance	-	0,128	-0,472

a. Dependent Variable: Turnover Intention

Source: Data Processed SPSS ver.26 (2021)

Based on the processed data in table 2, the regression coefficient value is minus, it can be said that the Work-life balance has negative effect to turnover intention, so that it can be formulated with a simple linear regression equation model as follows::

$$Y = 4,926 + (-0,627)X$$

Based on the formula, it can be described as follows.:

- Constant (a) = If there is no Work-Life Balance, then the consistent value of turnover intention is 4,926.
- The regression coefficient value of the Work-Life Balance (X) variable is negative at -0.627. This means that every increase in Work-Life Balance is increased by one unit, then Turnover Intention will decrease by -0.627.

Hypothesis Test (t Test)

Hypothesis testing or t test is conducted to test whether Work-Life Balance affects turnover intention of employees Perum BULOG Jakarta. One way to do the t test is to compare the value of t_{count} with t_{table} .

Table 3
T Test Result

<u>Coefficients^a</u>						
Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4,926	0,481		10,239	.000
	Work-Life Balance	-0,627	0,128	-0,472	-4,907	.000

a. Dependent Variable: Turnover Intention

Source: Data Processed SPSS ver.26 (2021)

Based on table 3, it shows that the Work-Life Balance variable has a t_{count} value (-4,907) > t_{table} (1.66) and a significance level of 0.000 < 0.05, then H_0 is rejected and H_a is accepted. Thus, it can be concluded that partially there is a significant negative influence of Work-Life Balance (X) on Turnover Intention (Y) which means the higher

the quality of employee work-life balance, the lower the employee's turnover intention rate or even none at all.

Coefficient of Determination Test

Coefficient of Determination is used to measure the model's ability to explain dependent variables. The coefficient of determination is zero and one. A small R_2 value indicates the ability of an independent variable to explain variations of a very limited dependent variable. An R_2 value close to one means an independent variable provides almost all the information needed to predict a dependent variable.

Table 4
Coefficient of Determination Test

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.472 ^a	.223	.214	0,55057
a. Predictors: (Constant), Work-Life Balance				
b. Dependent Variable: Turnover Intention				

Source: Data Processed SPSS ver.26 (2021)

Table 4 shows that the value of R is 0.472 and R square (R_2) is 0.223. This figure will be used to see the measurement of the influence of Work-Life Balance (X) on Turnover Intention (Y) simultaneously. How to calculate R square using coefficient of determination by using the following formula:

$$\begin{aligned} \text{KD} &= R_2 \times 100\% \\ &= (0,472)^2 \times 100\% = 22\% \end{aligned}$$

The figure shows that the Coefficient of Determination (KD) is 22%. Therefore, the figure shows that the effect of Work-Life Balance (X) on Turnover Intention is 22%, while the rest of 78% is influenced by other factors not researched in this study.

Conclusion

Based on the results and discussions that have been previously submitted about the effect of work-life balance on turnover intentions of Perum BULOG Jakarta

employees, several conclusions that are expected to provide answers to the problems formulated in this study are as follows:

- a. Work-Life Balance of Employees Perum BULOG Jakarta as a whole is in the high category, where the company has supported the personal life of its employees so that there is a balance between work affairs and personal life.
- b. Turnover Intention of Perum BULOG Jakarta employees as a whole is in the low category, which can be interpreted that employees have not felt like leaving the company and their current jobs.
- c. Work-Life Balance affects employee Turnover Intention Perum BULOG Jakarta, which means that if the higher the quality of employee work-life balance then the lower the employee's turnover intention rate or none at all

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