

THE IMPACT OF WORK-LIFE BALANCE AND JOB STRESS ON TURNOVER INTENTION WITH JOB SATISFACTION AS A MEDIATOR AT REGIONAL PUBLIC COMPANY BERINTAN MARKET CIREBON CITY

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Abstract

In an increasingly competitive job market, understanding the factors that influence employee retention is vital for organizations aiming to maintain stability and performance. The Regional Public Company Berintan Market in Cirebon City faces challenges related to employee turnover, which can disrupt operations and impact service quality. This study investigates the relationship between job satisfaction, work-life balance, workplace stress, and intentions to quit among its employees. Researchers used descriptive statistics and smart PLS version 4.1.0.1 to examine survey results from 71 employees. The study's author concluded that elements like job happiness, work-life balance, stress at work, and the desire to leave everything go hand in hand. We discovered that work-life balance and workplace stress significantly affected the urge to quit one's present job after we looked at the direct effects. Studies on mediation have shown that job satisfaction moderates the connection between workplace stress, work-life balance, and desire to leave. Helping workers companies may reduce employees' intentions to quit their employment.

Keywords: Work-Life Balance, Job Stress, Transfer Intention, Job Satisfaction

INTRODUCTION

Because of the critical role that human resources play in propelling an organization or business toward its objectives, all businesses must strive to attract and retain top talent (Marthalia, 2022). Organizations and businesses should care about their employees' well-being since human resources—including people's time, energy, and physical and mental abilities—are a company's most valuable asset (Watoni & Suyono, 2020). However, it cannot be denied, human nature wants to always be selfish, ensure that he is guaranteed, and wants to get the best for himself, causing the phenomenon of turnover intention or the desire to move from the previous place of work.

This issue is becoming increasingly serious, potentially leading to significant losses for companies if turnover rates continue to rise. Employees usually consider turnover as a last resort when conditions do not meet their expectations. It indicates that the individual has ceased contributing to the company and has departed from their respective roles and responsibilities (Robbins & Judge, 2007). Management should give serious thought to the problem of employee turnover (Syara & Syah, 2022). The company will be disadvantaged if there is employee turnover (Steffens et al., 2018). An organization's talent pool and bottom line are both hit hard by employee turnover (Mishra & Kumar, 2017). (Asiedu Appiaj et al., n.d.), Training, separation, and recruiting expenses all add up to a hefty turnover cost. Indirectly, these costs may reduce morale among the remaining staff and contribute to reduced productivity, quality, and customer satisfaction.

Employees may feel the need to leave due to issues with work-life balance and high levels of stress in the office. Work-life balance is a state where a person can manage and divide time and energy for work and personal life well (Purwanti, 2023). Working conditions, an excessive workload, and interpersonal relationships with coworkers all add stress to an already difficult work environment, which may lead to workers experiencing job stress. An intense desire to quit work is a common symptom of chronically high levels of occupational stress (Perumal et al., 2018).

Job satisfaction is a key factor in determining whether or not employees will stay with a company. This is because, as most people would agree, job satisfaction directly impacts one's personal and professional performance, as well as their motivation, productivity, and

overall life satisfaction (Dziuba et al., 2020). Job satisfaction impacts employees' work-life balance and stress levels, which in turn influences their intentions to remain or quit a firm. Job satisfaction, work-life balance, and stress in the workplace are all aspects to think about when contemplating a career change. The goal of this research is to identify standards and mediators that mitigate this effect. The researchers want to learn more about the interplay between work-life balance, stress in the workplace, job satisfaction, and career aspirations by looking at all of these factors concurrently. The study's secondary objective is to find relevant mediators and benchmarks that companies can use to boost employee retention. Employers may use these insights to develop tactics that boost employee happiness, decrease stress, and raise work satisfaction. This will help them keep their employees from quitting their jobs.

REVIEW OF LITERATURE

Work-Life Balance

In today's fast-paced world, it is necessary to find a balance between one's personal life and career (Munda & Gache, 2024). When one's professional and personal obligations are in conflict with one another, it may be challenging to strike a balance between the two (Andrade et al., 2021). Work and personal life are inseparable and should not be managed independently of one another; this is the foundational idea behind the work-life balance notion (Novianti & Fuadiputra, 2021). Despite the significance of work-life balance, not all employees are able to achieve it. However, companies have a role to play in helping employees balance these two interests (Fiernaningsih et al., 2019). It is believed that when businesses demonstrate their commitment to work-life policy, it conveys the message that these issues are important to the rest of the organization (Park et al., 2020). A work-life policy is an artifact or top-level indicator of a company prioritizing work over family or family over work (Ramdani, 2023).

Work Stress

When workers are under stress at work, it shows not just in their physical and mental health, but also in the company's efficiency and output. Workers lose interest in and dedication to their jobs when they feel overwhelmed by their workload. This can result in

increased absenteeism, decreased work quality, and ultimately, the decision to leave the organization (Pei et al., 2024). Biological reactions to work stress can include increased blood pressure, sleep disturbances, and other health problems, while psychological reactions can include anxiety, depression, and a deep sense of exhaustion (Haar & Brougham, 2022). Managers must have a firm grasp of the causes and effects of stress in the workplace if they are to foster an atmosphere that is conducive to healing and alleviating workers' emotional distress.

According to (Giao et al., 2020) The body's non-specific response to work stress indicates that individuals may respond differently to the same stressors, depending on various factors such as coping ability, social support, and health conditions. Meanwhile, Son & Ham's (2020) definition of job stress as pressure or suffering from difficult situations emphasizes the importance of addressing these situations through a more proactive and empathetic management approach.

Turnover Intention

Employee Turnover has been studied extensively but the general reasons why people quit the Company have not been ascertained (Dewi Mawadati, 2022). Turnover Intention (TI) refers to the desire to quit a company, especially when workers are looking for a better employment opportunity elsewhere. When an employee has exhausted all other exit options, such as resignation or termination, IT becomes their final resort (Lestari & Margaretha, 2021).

With regard to employee turnover intentions, organizations of all sizes and locations are in a precarious position (Alblihed & Alzghaibi, 2022). A The desire to quit an organization may be impacted by a mix of a demanding workload and low wages or pay. The salary is a major consideration since it reflects the value of the job (Khotimah & Iristian, 2024).

Job Satisfaction

When an employee feels that their work values are being met, it's called job satisfaction (Wen et al., 2018). The degree to which an employee's expectations align with the actual demands of their work is included by this. It is well-known that when people are happy in their jobs, they tend to perform better. An individual's level of job satisfaction is a

significant factor in how they feel about and perform at work (Pozas et al., 2023). A The extent to which an individual feels fulfilled in their work may have a significant impact on their emotional investment in their profession. When workers feel content in their roles, they are more likely to put their heart and soul into their work (Akinyemi et al., 2022). The availability of well-defined promotions is also associated with higher levels of work satisfaction and retention intentions.

Previous Research

Investigators from Indonesia's Anti-Corruption Institute set out to better understand the relationships between factors including job happiness, work-life balance, burnout, and stress on the job (Lebang, 2021). The work-life balance variable was negatively correlated with the turnover intention variable at Cirebon City Berintan Market Regional Company, and this link was statistically significant. The urgency to quit one's job at the Berintan Market Regional Company in Cirebon City is positively and significantly correlated with levels of work stress. Staff happiness at the Cirebon City Berintan Market Regional Company is positively and statistically correlated with the work-life balance parameter. Employees' levels of contentment with their jobs at the Cirebon City Berintan Market Regional Company are negatively impacted by stress at work. Employee satisfaction at Berintan Market Regional Company in Cirebon City is negatively and statistically correlated significantly with their intention to quit the company. The association between work-life balance, job stress, and turnover intention was mediated by the job satisfaction variable at the Berintan Market Regional Company in Cirebon City.

The conceptual framework model used in this study is based on many theoretical descriptions and is as follows:

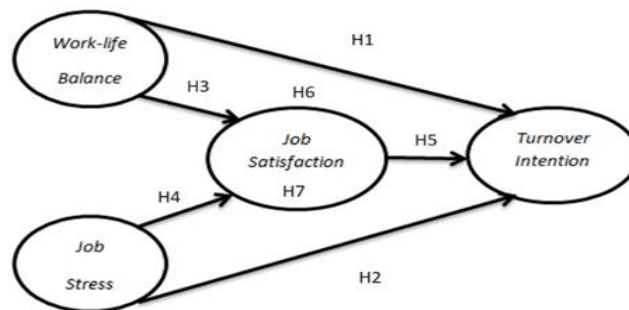


Figure 1
Conceptual Framework

The hypothesis in this research is as follows:

H1: The desire to leave an organization is significantly and adversely affected by work-life balance.

H2: The desire to leave a company is favorably and significantly affected by job stress.

H3: Finding a happy medium between work and personal life is a powerful indicator of job satisfaction.

H4: Job satisfaction is significantly and negatively impacted by stress on the job.

H5: Effect of dissatisfaction with one's job on the likelihood of leaving one's current position.

H6: Employees' intentions to leave are mediated by their level of job satisfaction in connection to their work-life balance.

H7: The relationship between job stress and intentions to leave may be moderated by job satisfaction.

RESEARCH METHOD

Types and Nature of Research

This research was conducted at Regional Public Company Berintan Market Cirebon City which is located at Jl. Kesambi No.63, Kesambi, Kesambi District, Cirebon City, West Java. The research method employed is quantitative. In research, certain hypotheses are tested by collecting data using specific tools and then analyzing it quantitatively or statistically (Sugiyono, 2020). For this investigation, the researcher relied on a questionnaire to collect the essential baseline data. The researcher had already prepared a series of questions and sent them to the sources for them to fill out correctly. In order to evaluate characteristics relevant to the study, the researcher built the questionnaire utilizing Likert scale questions ranging from 1 to 5. A variety of quantitative research items may have their variables evaluated using the scale. When choosing this option, the respondent has the choice to rate from 1 (Strongly Disagree), 4 (Agree), 3 (Neutral), and 5 (Strongly Agree). This study has a population consisting of market heads and staff employees of the Cirebon City Berintan Market Regional Company, both those in charge of the main office and those in charge of the market office, with a total of 251 employees. To determine the research sample, the Slovin formula was used. After calculation, the number of samples needed for this research is 71 respondents.

Research Types and Designs

This study surveyed seventy-one people in accordance with the research paradigm described previously. The location selected as the object in this study is Regional Public Company Berintan Market, Cirebon City, and 10 market offices in the city of Cirebon.

Variable and Indicators

In this study, work-life balance (X1) and occupational stress (X2) are the independent factors. Job satisfaction (M) acts as a mediator between turnover intention (Y). Eight indicators assess work-life balance, ten measure job stress, five measure job satisfaction, and five indicate turnover intention.

Analysis Technique

The researcher used Smart PLS software version 4.1.0.1 to analyze the data provided by the respondents. The analytical approach used a measurement model with validity and reliability tests to verify the precision and consistency of each questionnaire measurement and to determine the significance of the association between work-life balance, job stress, job satisfaction, and transfer intention. Researchers also use r-square and hypothesis testing to see whether their previously proposed theory lines up with the findings from their data analysis. Finding out whether the variables in question are significantly related is the goal of this hypothesis test. Researchers may use Smart PLS to find both direct and indirect correlations between variables by using route analysis in this setting.

RESULTS AND DISCUSSION

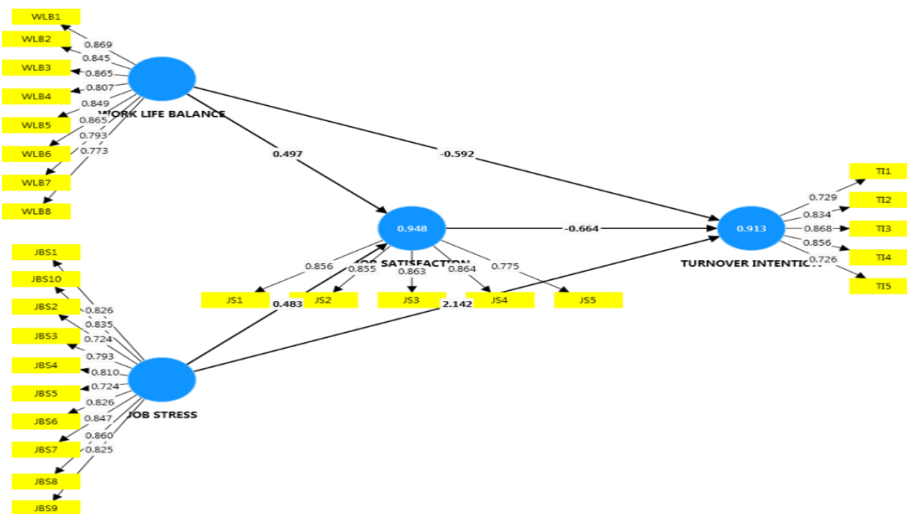


Figure 2
Output Model

Validity Test

In a measurement model with factor loadings, the indicator reflecting construction may be measured using the Average Variance Extracted (AVE) parameter, as stated by Ghozali (2021). If the loading score is more than 0.70, then the build is valid. Correlation analysis findings between indicators and their respective constructs are shown in Table 1:

Table 1
Validity Test Result

Job Satisfaction	JS1	0.856	Valid
	JS2	0.855	Valid
	JS3	0.863	Valid
	JS4	0.864	Valid
	JS5	0.775	Valid
Turnover Intention	TI1	0.729	Valid
	TI2	0.834	Valid
	TI3	0.868	Valid
	TI4	0.856	Valid
	TI5	0.726	Valid
Work Life Balance	WLB1	0.869	Valid
	WLB2	0.845	Valid
	WLB3	0.865	Valid
	WLB4	0.807	Valid
	WLB5	0.849	Valid
	WLB6	0.865	Valid
	WLB7	0.793	Valid
	WLB8	0.773	Valid
Variable	Indicator	Outer Loading	Description
Job Stress	JBS1	0.826	Valid
	JBS2	0.724	Valid
	JBS3	0.793	Valid
	JBS4	0.810	Valid
	JBS5	0.724	Valid
	JBS6	0.826	Valid
	JBS7	0.847	Valid
	JBS8	0.860	Valid
	JBS9	0.825	Valid
	JBS10	0.835	Valid

Source: Data Analysis Result, 2024

Tabel 1 shows that all component parts of the estimated model meet the validity criteria, spesifically all componenrt parts have a composite validity value more than 0.7.

Reliability Test

The measurement model's construct reliability can be evaluated using the reflexive indicator. By examining the indicator block's composite reliability value, which assesses the construct, one may measure the reflexive indicators. A dependent construct is one for which the composite reliability value exceeds 0.70. Table 2 shows the figures for the composite level of dependency.

Table 2
Reliability Test Result

Variable	Composite reliability	Criteria
Job Satisfaction	0.925	Reliable
Job Stress	0.949	Reliable
Turnover Intention	0.901	Reliable
Work-Life Balance	0.948	Reliable

Source: Data Analysis Result, 2024

Table 2 shows that all of the component parts of the estimated model meet the reliability criteria, in particular, all of the component parts have composite reliability values more than 0.7. When comparing SmartPLS output with Cronbach's alpha, the findings are shown in Table 3:

All of the estimated model's constructs meet the dependent requirement, as seen in Table 3, with Cronbach's alpha values over 0.7. The fact that the proposed number is more than 070 lends credibility to this.

Table 3
Cronbach's Alpha Test Result

Variable	Cronbach's alpha	Criteria
Job Satisfaction	0.898	Reliable
Job Stress	0.941	Reliable
Turnover Intention	0.863	Reliable
Work-Life Balance	0.937	Reliable

Source: Data Analysis Result, 2024

The Inner Model Test

Finding out how significant the R-squared value of the dependent construct is, how significant the coefficients of the structural path parameters are, how significant the results in a t-test are, and the link between the constructs are all goals of inner model or structural model testing. First things first when evaluating the PLS structural model: check out the SmartPLS 4 R-squared estimate.

Table 4
R-Square

Construct	R-Square
Job Satisfaction	0.948
Turnover Intention	0.913

Source: SmartPLS Output, 2024

According to Table 4, there is a correlation between work-life balance, job stress, and desire to leave the company, as shown by the R-squared value. Work satisfaction acts as a go-between for the two variables. Job stress and work-life balance explain 91.3% of the variation in the desire to leave an organization, while other variables explain 8.7%.

Hypothesis Testing and Discussion

The bootstrap method was used to test the hypothesis. Data collected during measurements are used for bootstrapping. An important part of the structural model is the testing of hypotheses, which illustrates the supposed connection between theory and simulation. Another goal of this bootstrapping test is to find out which way the connection is going to go when it comes to simulation. Determining the direction of the correlations between the latent variables is another objective of this bootstrapping test. Relevance of each latent variable's correlation. The t-statistic or t-count number, in comparison to the t-table value of 1.67, indicates that the research tested its hypothesis at the 5% alpha level. At the 5% level of significance, the null hypothesis (H₀) is rejected if the t-statistic or t-count is less than 1.67. When none of these values exceed the t-table value, however, we reject the null hypothesis (H₀).

Table 5 displays the findings of the hypothesis test (direct effect), as seen in the following SmartPLS output.

Table 5
Hypothesis Test Result (Direct Effect)

Hypothesis Testing	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Result
Work Life Balance -> Turnover Intention	-0.592	-0.608	0.250	2.363	0.009	Accepted
Job Stress -> Turnover Intention	2.142	2.125	0.227	9.423	0.000	Accepted
Work Life Balance -> Job Satisfaction	0.497	0.496	0.192	2.581	0.005	Accepted
Job Stress -> Job Satisfaction	0.483	0.485	0.191	2.526	0.006	Accepted
Job Satisfaction-> Turnover Intention	-0.664	-0.627	0.209	3.178	0.001	Accepted

Source: SmartPLS Output, 2024

The results of the hypothesis test (Indirect Effect) are supported by the following SmartPLS data, as shown in Table 6.

Table 6
Hypothesis Test Result (Indirect Effect)

Hypothesis Testing	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Result
Job Satisfaction -> Work Life Balance -> Turnover Intention	-0.330	-0.301	0.138	2.386	0.009	Accepted
Job Satisfaction -> Job Stress -> Turnover Intention	-0.321	-0.314	0.173	1.859	0.032	Accepted

Source: SmartPLS Output, 2024

The findings of the hypothesis testing performed in this research led to the following conclusions:

The Relationship Between Work-Life Balance and Turnover Intention

The analysis shows that t-statistics ($2.363 > 1.67$) and P values ($0.009 < 0.05$) indicate a significant result at the 5% significance level. The null hypothesis (H1) suggests that work-life balance negatively affects the tendency to quit a job. This supports earlier research by (Jaharuddin & Zainol, 2019), which found that dissatisfied workers are less likely to seek

new employment and that a good work-life balance is strongly associated with seeking a transfer (Oosthuizen et al., 2019; Psikologi et al., 2016). Workers who are able to have a good work-life balance are more loyal to their companies and less inclined to look for employment elsewhere. (AA Media Martadiani et al., 2022; Maharani & Tamara, 2024).

The Relationship Between Job Stress and Turnover Intention

At the 5% significance level, t-statistics ($9.423 > 1.67$) and P values ($0.000 < 0.05$) indicate a significant positive effect of job stress on the desire to leave an organization, confirming H2. Consistent with previous research by (Satyaningrum & Djastuti, 2020; Hadi et al., 2018; Dewi Mawadati, 2022), our study finds a strong association between job stress and the intention to quit. High workplace stress significantly increases the likelihood that employees will consider leaving their current employer. These findings align with earlier research by (Duraisingam et al., 2009), (Yenihan & Öner, 2014), and (Sheraz et al., 2014), all of which demonstrate a link between job stress and plans to quit.

The Relationship Between Work-Life Balance and Job Satisfaction

At the 5% level of significance, it is evident that the t-statistics values are $2.581 > 1.67$ and the P values are 0.005, which is less than 0.05. It may be inferred that H3 is accepted, which indicates work-life balance is favorable and has considerable influence on work satisfaction. (Fiernaningsih et al., 2019) indicates that these research' findings support the idea that employees' reports of satisfaction were greater when they demonstrated effective time management skills. Furthermore, (Maharani & Tamara, 2024) A good work-life balance, according to his studies, substantially boosts happiness on the job. This study and others like it show that workers are happier when they are able to balance their home and professional lives. This study's findings corroborate those of (Lebang, 2021) and (Yadav & Dabhade, 2014) , We investigated if a healthy work-life balance was associated with a positive attitude toward one's job.

Relationship Between Job Stress and Job Satisfaction

A substantial negative association between workplace stress and employee satisfaction is confirmed by t-statistics ($2.526 > 1.67$) and P values ($0.006 < 0.05$) at the 5% significance level, thereby supporting the fourth hypothesis. This finding aligns with previous research by (Lebang, 2021) and (Maharani & Tamara, 2024), that Workplace stress

significantly lowers workers' happiness on the job. Previous study by (Sheraz et al., 2014) has shown that workplace stress decreases enjoyment at work, therefore our results are in line with that. Additionally, (Bemana et al., 2013) found that a substantial correlation exists between low stress levels and high levels of work satisfaction among employees. Employees report higher levels of work satisfaction when they are not under stress.

The Relationship Between Job Satisfaction and Turnover Intention

Job satisfaction has a considerable negative effect on turnover intentions, according to t-statistics ($3.178 > 1.67$) and P values ($0.001 < 0.05$) at the 5% significance level, which supports H5. Similar findings were reported by (Pratama & Dimas, 2023), which showed similar results on employees in manufacturing companies and (Maharani & Tamara, 2024), where job satisfaction reduced the likelihood of employees leaving. According to study, there is a weak but unfavorable relationship between work satisfaction and inclinations to leave one's current position (Dewi Mawadati, 2022) which states that academic staff satisfaction affects their intention to leave the organization, although the effect is not strong. Research out of Sri Lanka by (Dodanwala et al., 2023) lends credibility to these assertions by showing that contentment with one's employment influences the likelihood that an employee will stay put.

The Mediating Role of Job Satisfaction

Employees' emotional and physical health, as well as their likelihood of considering a career change, might benefit from a work environment that promotes mutual support, which in turn reduces stress and boosts job satisfaction. (Kumara & Fasana, 2018) discovered that discontent with one's employment acts as a mediator between the two variables of work-life balance and dissatisfaction with one's job. Similarly, studies by (Lebang, 2021) and (Maharani & Tamara, 2024) workers who are happy in their positions are less likely to quit. Previous research, including studies by (Lu et al., 2017), (Oosthuizen et al., 2019) and (Kumara & Fasana, 2018), provide credence to the notion that contentment in one's work mediates the connection between WLB and employee retention.

CONCLUSION

Employees of Regional Public Company Berintan Market in Cirebon City participated in an all-encompassing survey to learn more about their experiences with job satisfaction, workplace stress, and work-life balance. Workplace stress, work-life balance, and resignation desire are all correlated, according to the data. Additionally, mediation analysis methodologies have revealed that job satisfaction serves as a mediator. Workers who are content in their positions report lower levels of stress and a healthy work-life balance. As a result, their desire to relocate is extremely low.

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