

THE IMPORTANT ROLE OF WORK-LIFE BALANCE AND JOB INSECURITY IN EMPLOYEE JOB SATISFACTION TO REDUCE TURNOVER INTENTION

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Abstract

Turnover intention is something that is avoided by a company, because the turnover phenomenon has a negative impact on every company. This study aims to determine the important role of work-life balance and job insecurity in employee job satisfaction to reduce turnover intention at PT Bhinneka Cipta Lestari in West Jakarta. The type of data in this study is quantitative data. The source used is primary data. The population and sample in this study are all employees who work at PT Bhinneka Cipta Lestari in West Jakarta with a total of 71 employees. This study uses a saturated sampling technique, where the entire population is used as a research sample. The sampling technique used for sampling is non-probability. The data collection method uses a questionnaire that aims to find out the opinions of respondents regarding the important role of work-life balance and job insecurity in employee job satisfaction to reduce turnover intention. The data analysis in this study used multiple linear regression using validity test, reliability test, multiple linear regression analysis test and t hypothesis test and determination coefficient test with the SPSS 27 For Windows statistical application program. The results showed that partially work-life balance had a negative and insignificant effect on turnover intention, job insecurity had a negative and insignificant effect on turnover intention, and job satisfaction had a significant positive effect on employee turnover intention. It is important for companies to always implement work-life balance and provide a sense of security at work so that it creates a sense of satisfaction in employees. This can certainly minimize the occurrence of turnover intention.

Keywords: Work-Life Balance, Job Insecurity, Job Satisfaction, Turnover Intention

1. Introduction

In the current era of globalization, every organization or company of course needs quality and competent human resources so that the company can achieve the goals that have been set. To achieve this goal, it can be done by demanding employees to provide optimal performance and have high competitiveness, accompanied by the company's ability to improve performance efficiency and create a positive work atmosphere.

The tendency of high turnover intention can have an impact on the company, because the company will incur costs related to training, development, maintenance, and retaining employees in a company. Therefore, employees need a good work-life balance, job insecurity, and job satisfaction. However, this will be difficult to achieve if turnover intention continues to increase. The high level of employee turnover intensity is indicated

by the existence of work-life balance in employees. Work-life balance is a condition in which employees are able to achieve goals by meeting the demands of work and personal life.

Job insecurity is a situation where employees feel insecure when carrying out their duties and can cause anxiety at work. This condition arises because employees feel uncertain about the future of their career in the company, there are targets that must be met, and there are many types of jobs that are momentary. This tends to encourage employees to look for other jobs that are more stable and promising. Perceived job insecurity can significantly affect job satisfaction which will ultimately contribute to the employee's decision to change jobs.

Job satisfaction means that it includes affective feelings that can be in the form of a person's satisfaction and dissatisfaction with the work they have. High job satisfaction will tend to give a positive response and will stay in the company, while employees who have a low level of job satisfaction will tend to give a negative response and will choose to leave the company.

As one of the service companies engaged in rotating equipment for overhaul services, fabrication, repair, upgrade, and reserve engineering for pumps. PT Bhinneka Cipta Lestari in West Jakarta certainly always prioritizes good human resources in building its business, the business processes that are carried out become very complex and require employees to work harder. The following is the data of employees entering and leaving PT Bhinneka Cipta Lestari in West Jakarta:

Table 1. Employee Turnover Data 2022-2023

Information	2022	2023
Number of Initial Employees	65	62
Number of Employees Entering	15	17
Number of Employees Leaving	18	8
Number of End Employees	62	71

Based on table 1, it shows that in 2022 as many as 18 employees left the company and in 2023 as many as 8 employees left the company. In previous years, employees of PT Bhinneka Cipta Lestari in West Jakarta who left the company showed small numbers or may not exist. This shows that the turnover that occurred at PT Bhinneka Cipta Lestari in West Jakarta is quite high and this is an interesting issue to be studied further.

PT Bhinneka Cipta Lestari in West Jakarta faces several challenges related to human resources that have the potential to increase employee turnover intention. First, a suboptimal work-life balance causes employees to experience stress and burnout, which encourages them to seek a more flexible work environment. Second, job insecurity is a serious problem, especially for contract employees who feel anxious and insecure regarding their placements, salaries, and career development. Third, employee job satisfaction is disrupted by several factors, including the mismatch between expectations and the reality of reward-punishment, a system of rewards that are considered low, and unclear career paths. This job satisfaction problem also includes aspects such as satisfaction with the job itself, external factors of the job, working conditions, and relationships with colleagues. The combination of these three issues creates conditions that trigger high employee intentions to leave the company.

The purpose of this research is to determine the influence of work-life balance, job insecurity and satisfaction on employee turnover intention at PT Bhinneka Cipta Lestari in West Jakarta

2. Theoretical Background

2.1 Turnover Intention

Turnover intention is the real beginning of an employee leaving his or her job, because several factors affect an employee to leave the organization, namely job satisfaction, involvement in the work and commitment to the organization itself (Alzayed & Murshid, 2017, 2017).

Turnover intention is the employee's desire to leave a company and try to find another job that is better than before. The initial indication of this turnover intention is that it starts from an employee who has the intention to withdraw himself from the company (Haholongan, 2018). Meanwhile, according to Mobley et.al., in Syamsul et al., (2022) defines turnover intention as an employee's tendency or intention to voluntarily quit their job or move from one place to another according to their own choice. Then according to Saufi et al., in the Eliana & Negoro (2024). Turnover intention is the desire to move or leave the organization for a more suitable job, either through resignation or termination.

Based on the definition of turnover intention according to the experts above, it can be concluded that turnover intention is an intention that arises from within an employee to leave the company voluntarily caused by several factors.

According to Mobley (2011) believes that there are 3 (three) indicators that determine the occurrence of employee turnover intention as follows:

- 1) Thinking about getting out. Reflects individuals to think about leaving the job or staying in the work environment. This begins with a sense of dissatisfaction felt by employees, so that employees think about leaving their current workplace.
- 2) The desire to find another job. Reflects individuals to find work at other companies. If employees have often started to think about quitting their jobs, the employees will try to find a job outside their company that they feel is better.
- 3) The desire to leave. Reflects the employee's intention to leave his job, if he has gotten a better job, sooner or later it will end with the employee's decision to stay or leave his job.

2.2 Work-Life Balance

Work-life balance is defined as the extent to which individuals are equally involved and satisfied with work and family roles (Idulfilastri, 2018) . This work-life balance has a great influence on job satisfaction for employees. This satisfaction will arise naturally if the employee considers what he has done so far to be good enough in accommodating the needs of work and family. The greater the level of balance in the work and personal life of an employee, the greater the level of employee satisfaction with his work.

According to Sismawati & Lataruva (2020) argues that work-life balance is a person's ability to fulfill his or her duties at work and remain committed to his family and remain responsible for other activities outside of work. Work-life balance is a state in which employees get flexible working hours and use them freely so that they can balance work and other commitments outside of work (Hartog in Pantouw et al., 2022) . Work-life balance is the ability of individuals to be able to balance both roles in carrying out their work and personal lives (Anggraeni & Mulyana in Eliana & Negoro, 2024).

According to Hudson (2005) Indicators that can be used to measure work-life balance are as follows:

- 1) Time balance. This time balance is related to the amount of time given to work as well as roles outside of work.
- 2) Balance of Engagement. Refers to the amount or level of involvement psychologically or committed to work and outside of work.

- 3) Satisfaction balance. Refers to the level of satisfaction in a person with work activities and things outside of work.

2.3 Job Insecurity

Job insecurity is an uncertainty that accompanies a job that can cause fear or insecurity about the consequences of the job which includes uncertainty of placement or uncertainty about salary issues and getting a promotion or training (Audina & Kusmayadi, 2018).

Job insecurity is the psychology of an employee which is manifested in a sense of confusion due to the dangers of climate change in the work environment which has a direct influence on the continuity of employee work (Gayatri & Muttaqiyathun (2020). Job insecurity as a source of stress involves fear, loss of potential and anxiety. One of the consequences of this stress is in the form of somatic problems such as not being able to sleep and losing appetite. Stress itself is a feeling of pressure or pressure that employees experience in dealing with their work (Permatasari & Laily (2021). Meanwhile, according to Smithson dan Lewis in Purnomo (2023) Job insecurity can arise due to the many types of temporary jobs or contract jobs. The increasing number of types of jobs with temporary or non-permanent time durations causes an increasing number of employees to experience job insecurity.

According to Audina & Kusmayadi, 2018), Indicators that can be used to measure job insecurity consist of:

- 1) The meaning of work is for individuals. It is a job that has a positive value for the development of his career so that the job has an important meaning for the continuity of his work.
- 2) The level of threat that employees feel regarding aspects of work. It is how much threat employees feel regarding aspects of their work.
- 3) The level of threats that are likely to occur and affect the overall work of the individual. It is the possibility of work threats that can affect the overall work of employees.
- 4) The importance of the overall work. The level of interests that individuals feel regarding the various components of the job.

2.4 Job Satisfaction

Job satisfaction serves to increase enthusiasm, productivity, and loyalty to the company along with a decrease in employee absenteeism (Siagian, 2013). Job satisfaction means that it includes affective feelings that can be in the form of a person's satisfaction or dissatisfaction with the job they have. This can be caused by several things such as coworkers, salary, and work environment (Suyatno, et al., 2020). Job satisfaction is a positive attitude of the workforce towards their work, which arises based on an assessment of work performance. Assessment of the work situation carried out by employees as a form of appreciation in achieving important values in their work. Employees who are comfortable with their work situation will have high job satisfaction, and vice versa if employees do not feel comfortable with their work situation, job satisfaction will decrease (Yusuf Arif dalam Osmond (2021). Meanwhile, according to Anggreni & Mulyana in Eliana & Negoro (2024), Job satisfaction is an individual's perception of the work done can provide things that are considered important by the individual so that it can give rise to a form of emotional reaction such as satisfied or dissatisfied.

According to Afandi (2016), Job satisfaction has several indicators, namely:

- 1) The work itself. Job satisfaction felt by employees towards the work they have based on their respective perceptions.
- 2) Salary. The rewards that will be received by the employees are based on the contributions they have made.
- 3) Promotion. This promotion relates to an employee's career path and allows the employee to have the opportunity to get a position in his or her job.
- 4) Supervision. Guidance from someone who always gives instructions and orders in the implementation of work.
- 5) Co workers. There are colleagues who have technical intelligence and can provide social support.

Based on the introduction and literature review, the research model can be drawn as follows:

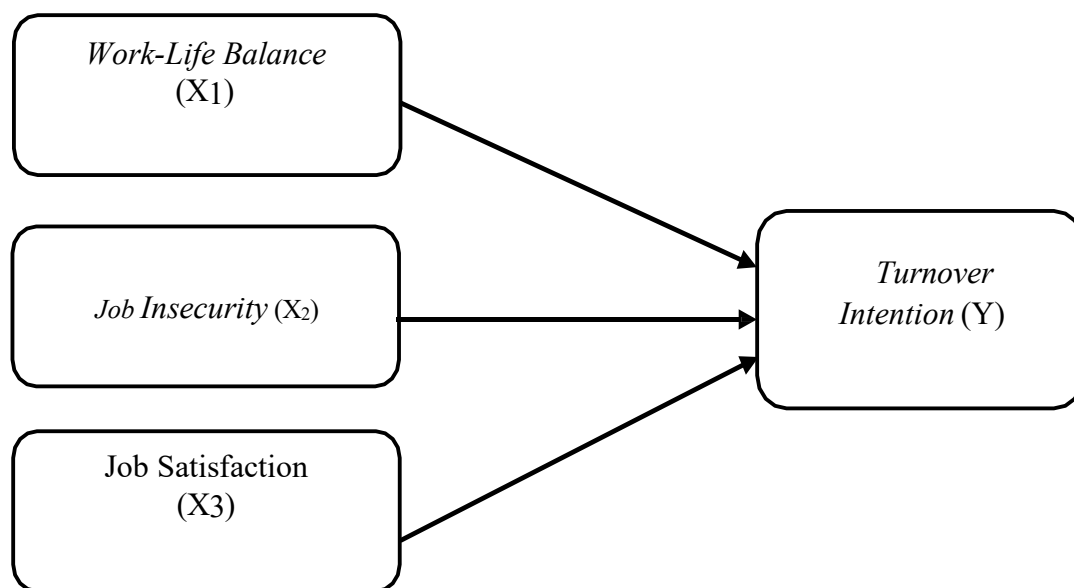


Figure 1. Research Framework

3. Methods

The type of data in this study is quantitative data. The source used is primary data. The population and sample in this study are all employees working at PT Bhinneka Cipta Lestari in West Jakarta with a total of 71 employees. This study uses a saturated sampling technique, where the entire population is used as a research sample. The sampling technique used for sampling is non-probability sampling (Sugiyono, 2018). In this study, the method used is a survey approach and distributing questionnaires to respondents. The study used the questionnaire as a data collection tool that aimed to find out the opinions of respondents regarding the important role of work-life balance and job insecurity in employee job satisfaction to reduce turnover intention. The data analysis in this study used multiple linear regression using validity test, reliability test, multiple linear regression analysis test and t hypothesis test and determination coefficient test with the SPSS 27 For Windows statistical application program.

4. Results and Discussion

4.1 Descriptive Statistical Analysis

Based on the data that has been collected and processed by the researcher, the results of descriptive statistical analysis can be seen in the following table:

Table 2. Results of Descriptive Statistical Analysis

		Descriptive Statistics			
N		Minimum	Maximum	Mean	Std. Deviation
Work-Life Balance	71	14	34	24.54	3.913
Job Insecurity	71	20	39	29.51	4.195
Job Satisfaction	71	20	47	35.24	5.924
Turnover Intention	71	11	30	21.01	4.464
Valid N (listwise)	71				

Based on table 2 above, it shows the results of descriptive statistical measurements of all variables in this study that the work-life balance variable, job insecurity variable, job satisfaction variable and turnover intention variable show a standard deviation value that is smaller than the mean value, so it can be said that the data is homogeneous or not scattered.

4.2 Validity and Reliability Test Results

The results of the Validity and Reliability Test of Competency Variable can be seen in the table below:

Table 3. Validity Test Results

Variable	Pearson Correlation	R-Tabel	Information
Work-Life Balance	0,313 – 0,641	0,2335	Valid
Job Insecurity	0,441 – 0,591	0,2335	Valid
Job Satisfaction	0,318 – 0,745	0,2335	Valid
Turnover Intention	0,631 – 0,847	0,2335	Valid

Based on table 3 above, it is known that all statements have a Pearson Correlation value (r-calculate) above the r-table value of 0.2335 with a total of 71 respondents. From these results, it can be concluded that all statements used are declared valid.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Information
Work-Life Balance	0,615	Reliability
Job Insecurity	0,589	Reliability
Job Satisfaction	0,779	Reliability
Turnover Intention	0,855	Reliability

Based on table 4 above, it is known that the results of the reliability test on the work-life balance variable obtained a Cronbach's Alpha value of 0.615 and the Job Satisfaction variable obtained a Cronbach's Alpha value of 0.779 so that it can be concluded that the Cronbach's Alpha value of these two variables is included in the category of strong reliability. Meanwhile, the job insecurity variable obtained a Cronbach's Alpha value of 0.589 which was included in the medium reliability category and the turnover intention variable obtained a Cronbach's Alpha value of 0.855 which was included in the very strong reliability category.

4.3 Hypothesis Testing

This test is used to test more than one independent variable against one dependent variable by performing multiple linear regression analysis, t-test, f-test and determination coefficient test. The test results are presented in each of the following sections:

Table 5. Multiple Linear Regression Test Results

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-4.320	1.981		-2.181	.033
	Work-Life Balance	-.029	.057	-.025	-.500	.619
	Job Insecurity	.050	.050	.047	.990	.326
	Satisfaction Work	.697	.038	.925	18.467	<.001

Dependent Variable: Turnover Intention

Based on table 5. The linear regression equation can be obtained as follows:

$$Y = -4,320 - 0,029X1 + 0,050X2 + 0,697X3 + \text{error } (1.981)$$

From the above equation, it can be concluded as follows: (1) The value of the constant (α) has a negative value of -4.320 stating that if the value of the independent variable is 0 or does not change, then the variable value of turnover intention is -4.320; (2) The value of the regression coefficient of the work-life balance variable (X_1) is -0.029. This value shows a negative influence (opposite direction) between the work-life balance variable and turnover intention. This means that if the work-life balance variable increases in value by 1 unit, then on the contrary, the turnover intention variable will decrease by -0.029 assuming that other independent variables are considered constant; (3) The value of the regression coefficient of the job insecurity variable (X_2) has a positive value of 0.050. This shows that if the insecurity job increases in value by 1 unit, then the turnover intention (Y) will increase by 0.050 assuming that other independent variables are considered constant. Positive signs mean that they show a unidirectional influence between independent variables and dependent variables; (4) The value of the regression coefficient of the job satisfaction variable (X_3) has a positive value of 0.697. This shows that if job satisfaction increases by 1 unit, then turnover intention (Y) will increase by 0.697 assuming other independent variables are considered constant. A positive sign means that it shows a unidirectional influence between independent variables and dependent variables.

Table 6. t Test Result (partial)

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-4.320	1.981		-2.181	.033
	Work-Life Balance	-.029	.057	-.025	-.500	.619
	Job Insecurity	.050	.050	.047	.990	.326
	Job Satisfaction	.697	.038	.925	18.467	<.001

Dependent Variable: Turnover Intention

Based on table 6 above, it is known that the results of the T (partial) test in this study: (1) It is known that the value of Sig. in the work-life balance variable on turnover intention is $0.619 > 0.05$ and the t-count value $-0.500 < t\text{-table } 1.996$. From these results, it can be concluded that H1 is rejected which means that the work-life balance has no effect on turnover intention; (2) It is known that the value of Sig. in the Job Insecurity variable on turnover intention is $0.326 > 0.05$ and the t-calculated value is $0.990 < t\text{-table } 1.996$. From these results, it can be concluded that H2 is rejected which means that Job Insecurity has no effect on turnover intention; (3) It is known that the value of Sig. in the variable of job satisfaction to turnover intention is $0.001 < 0.05$ and the t-count value is $18.467 > t\text{-table } 1.996$. From these results, it can be concluded that H3 is accepted, which means that job satisfaction partially affects Turnover Intention.

Table 7. f Test Result (Simultaneous)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1191.905	3	397.302	131.077	<.001b
	Residual	203.081	67	3.031		
	Total	1394.986	70			

Dependent Variable: Turnover Intention

Predictors: (Constant), Job Satisfaction, Job Insecurity, Work-Life Balance

Based on table 7 above, it is known that the Sig. value is $0.001 < 0.05$ and the F-count is $131.077 > F\text{-table } 2.74$. From these results, it can be concluded that the variables of work-life balance, job insecurity and job satisfaction simultaneously have a model effect on employee turnover intention.

Table 8. Determination Coefficient Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.924a	.854	.848	1.74099

Predictors: (Constant), Job Satisfaction, Job Insecurity, Work-Life Balance

Based on table 4.11 above, an R-Square value of 0.854 was obtained, which means that 85.4% of the employee turnover intention rate was influenced by the variables of work-life balance (X1), job insecurity (X2), and job satisfaction (X3). While the remaining or 14.6% was influenced by other variables that were not explained in this study.

4.4 Discussion

4.4.1 The Effect of Work-Life Balance on Turnover Intention

Based on the results of the study, it was shown that work-life balance did not have a significant effect on turnover intention. A negative work-life balance means that the higher the balance between personal life and work life, the lower the level of desire to leave the company. This is because the respondents in this study have found a balance between personal life and work life. Work-life balance is important for employee well-being, but its effects can vary depending on the context of the company and other factors that influence an employee's decision to stay or leave the company.

Inadequate salary, dissatisfaction with work, lack of career progression, or poor relationships with coworkers or employers can affect the intention to leave the company rather than work-life balance. Employees will still feel comfortable with work-life balance, but if there are other factors that affect job satisfaction more, this could be the main reason to think about changing workplaces.

Companies have policies that support work-life balance, such as flexible working hours or remote work policies, employees may feel more satisfied and tend to stay afloat despite other challenges. However, in companies with a culture that lacks this balance, even if a personal work-life balance has been achieved, other factors such as poor working conditions or lack of respect can influence the decision to leave.

Employees who feel they already have a good work-life balance may focus more on other factors that affect their job satisfaction, such as career development opportunities, job challenges, or interpersonal relationships at work. If these aspects are inadequate, then even if the work-life balance is well maintained, turnover intention can still appear.

4.4.2 The Effect of Job Insecurity on Turnover Intention

Based on the research results, it shows that job insecurity has not a significant effect on turnover intention. This shows that job insecurity does not have a large enough impact to affect employees' intention to change jobs. The results of this study can be interpreted that concerns about the importance of work for employees are low because the company has clearly provided employee jobdesks according to each division, besides that the company also provides rewards in the form of certificates and incentive bonuses to employees who exceed the targets set by the company. Other indicators include the level of individual threats that may occur, such as job security guarantees in the form of clear employment contracts or policies that support job stability. With this guarantee, employees will feel calmer and safer in carrying out their duties, because they do not have to worry about possible layoffs or uncertainty about the future of their jobs. This can increase satisfaction and loyalty to the company and reduce the tendency of employees to change jobs.

Companies that provide or rewards for employees who perform well, also contribute to employees' perception of the value and security of their work. These awards can increase the sense of appreciation and provide additional incentives for employees to stay put. With clear recognition and rewards for work achievements, employees will feel more motivated and loyal to the company, which in turn reduces their intention to change jobs.

Job insecurity often arises when employees feel confused or unclear about their role within the company. However, if the company has provided clarity regarding the jobdesk of each employee according to its job division, then the level of confusion is reduced. Employees who understand their responsibilities well and know what to expect will feel more secure in carrying out their duties, which can reduce the anxiety they may feel related to job insecurity.

The company must have policies that support job stability, for example through clear communication regarding the company's condition and future prospects, then employees will feel more confident and calmer. Employees will feel that their jobs are not threatened by sudden changes or layoffs that could occur in other, more unstable companies.

When employees feel secure in their jobs, employees are more likely to feel satisfied and loyal to the company. This sense of security reduces the tendency to change jobs, because they feel valued and have opportunities to thrive within the company. High job

satisfaction is often associated with a sense of security, clarity of roles at work, and recognition of hard work can minimize the desire to seek out other job opportunities.

4.4.3 The Effect of Job Satisfaction on Turnover Intention

Based on the results of the research, it shows that job satisfaction has a significant effect on turnover intention. This shows a unidirectional relationship between job satisfaction and turnover intention. The higher the level of job satisfaction faced by employees, the higher the employee's desire to leave the company. When the expectations and desires of employees are increasingly met, job satisfaction also increases. However, this level of satisfaction can actually be the starting point of burnout, so the higher the level of satisfaction, the greater the tendency of employees to look for opportunities outside the company. Thus, a high level of job satisfaction can strengthen their confidence and confidence in their abilities, so they will feel more prepared and motivated to pursue better career opportunities outside the company. However, it doesn't always motivate employees to stay in the company.

When employees feel satisfied with their work, this makes employees feel more confident in their abilities. High job satisfaction can reinforce a sense of competence, which in turn encourages employees to feel better prepared to pursue better opportunities outside the company. This can create an incentive to seek new challenges or greater opportunities, even if employees are satisfied with their current condition.

High job satisfaction can lead to feelings of stagnation, where employees feel that there is nothing new or challenging in their workplace. As a result, employees will look for opportunities that offer new experiences or challenges that can satisfy the desire to grow further. In this case, a high level of job satisfaction can encourage employees to look for more lucrative or more challenging jobs outside the company.

External factors can also affect employee satisfaction who are satisfied with their work so that they can feel more confident to pursue these opportunities. That way, employees may feel that it is time to look for better career opportunities even though they are now satisfied at work. If the company does not provide a clear career path or sufficient promotion opportunities, employees may begin to feel that the employee has reached the limit of potential at the company. Even if employees are satisfied with their jobs, the absence of opportunities for further growth can encourage employees to look elsewhere for challenges.

5. Conclusion

Based on the results of the research and discussion that has been carried out by the researcher regarding the important role of work-life balance and job insecurity in employee job satisfaction to reduce turnover intention, there are several conclusions that can be drawn from this study, including the following: (1) that work-life balance has a negative and insignificant effect on turnover intention, the results state that even though employees have a good work-life balance but do not affect themselves to stay or leave the company; (2) that job insecurity has a negative and insignificant effect on turnover intention, The results state that the inconsistent level of job insecurity does not have a large impact on influencing employees to change jobs; (3) that job satisfaction has a positive and significant effect on turnover intention. The results state that employees with a high level of job satisfaction can strengthen their confidence and confidence in their abilities, so that they are motivated to pursue better career opportunities outside the company.

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