

The Influence Of Work-Life Balance And Job Stress On Turnover Intention

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Abstract

This research aims to determine the influence of work-life balance and work stress on turnover intention. This type of research uses quantitative methods. The data collection method used in this research is primary data by distributing questionnaires. The population is employees who work in PAM Tirta Mangkaluku Palopo City. The sample used in this research was 171 respondents who were determined using the Slovin formula. The analytical method used in this research is the multiple linear regression test. The research results show: 1) work-life balance has a significant effect on turnover intention, 2) work stress has a negative effect on turnover intention, 3) Work-life balance and work stress simultaneously (together) influence turnover intention.

Keywords : Work Life Balance, Job Stress, Turnover Intention.

1. Introduction

Human Resources (HR) are very important in a company. The success of a company really depends on the quality of its Human Resources. Thus, the company always strives to have a superior workforce, because good quality human resources are the main foundation for the company's smooth operations. There is an interdependent relationship between the company and human resources, where the company needs quality employees, while the employees need the company as a means to meet their living needs (Aisyah et al., 2019).

Drinking Water Companies (PAM) have a crucial role in meeting people's needs for clean water. PAM's service quality and operational efficiency are very important in ensuring that communities receive adequate water supplies. Employee performance in PAM is a key element that influences the company's ability to maintain and improve the quality of its services (Rahayu et al., 2023). The PAM Tirta Mangkaluku Palopo City organization is a company that operates in the water management sector or similar. Employees in these organizations may have significant stress and responsibility in their jobs (Taha, 2020).

Work-life balance and work stress are important issues in today's world of work, because they can have an impact on employees' physical and mental well-being. Work-life balance and work stress refers to a situation where the demands of work and an employee's personal life are in equal proportion. Work-life balance is an operational aspect that needs to be considered in the context of employees' personal lives and is an important consideration for companies. Employees' inability to manage work-life balance can contribute to employee turnover rates. Apart from that, work stress is also a factor that can influence employees' intentions to leave the company (Pratiwi et al., 2022).

Job stress refers to tension or psychological processes that arise as a result of pressure received, both physically and psychologically, by workers. This can result in emotional fluctuations, instability of feelings, and dissatisfaction. Maintaining a certain level of stress

may promote efficiency in one's work. However, if employees do not have the skills to manage their stress levels, this can result in problems that have a negative impact on their work, which can ultimately result in a desire to leave the job (turnover intention). When the desire to leave work increases, it is important for companies to investigate the cause (Muhadi et al., 2022).

This research aims to determine the influence of work-life balance and work stress on workers' intention to leave work (turnover intention). This means the research will help in understanding whether work-life balance can influence workers' desire to stay or leave their jobs. The research will also identify whether work stress influences workers' intentions to leave work. This helps in understanding whether the level of stress experienced by workers contributes to their desire to look for another job. (Lestari, 2021).

The benefit of this research is to help us understand the factors that contribute to workers' intentions to leave work at PAM Tirta Mangkaluku, Palopo City. By understanding the relationship between work-life balance and work stress and turnover intention, we can identify problems that need to be addressed within the company (Hernita et al., 2022).

Work Life Balance

According to (Mardikaningsih & Arifin, 2022) Work-life balance is the acceptable level of participation in various roles in an individual's life. Meanwhile, according to (Sumilat et al., 2017), the need for individuals to achieve balance between their responsibilities at work, at home, and in life. A balance between work demands and roles in the family is sought through mutual agreement to fulfill obligations in both aspects (Juwita & Pancaningrum, 2020). Work-life balance refers to a person's ability to find harmony between work tasks and personal and family needs (Sonhadi et al., 2020). (Rahmaniah et al., 2019), describes work-life balance as a condition where a person feels connected and satisfied with his role in the family and work spheres.

Riffay, 2019, in research entitled "The Influence of Work Life Balance and Job Satisfaction on the Organizational Commitment of Public Elementary School Teachers in Masohi Achmat City District". This research uses a survey method with a quantitative approach and applies path analysis techniques. The findings from data analysis in this research can be concluded that work life balance has a direct positive impact on organizational commitment.

Ariyani et al., 2022, in research entitled "The influence of work-life balance and work satisfaction on turnover intention of PT contract employees. Sukuntex – Holy Spinning". The analysis carried out on this data includes descriptive analysis and explanatory analysis. The results of the significance test (T Test & F Test) show that partially or simultaneously, work-life balance and job satisfaction have a negative relationship with the turnover intention of PT contract employees. Bukuntex – Holy Spinning.

Latupapua et al., 2022, in research entitled "Work-life balance and turnover intention in the millennial generation; job satisfaction as a mediating variable Conchita", using the Structural Equation Modeling (SEM) analysis method. Research findings state that Work Life Balance does not have a significant influence on turnover intention.

Yusviaa & Nugrohoseno, 2022, in research entitled "The influence of work-life balance and work stress on job satisfaction among millennial lecturers at the economics and

business faculty, Veteran National Development University, Jakarta". The analytical method applied is inferential analysis and data processing using SmartPLS at a significance level of 5% or 0.05. The test results show that the Work-Life Balance variable has a significant effect on the job satisfaction variable.

Job Stress

According to (Fauzi et al., 2022) Work stress is a state of tension that can disrupt the emotional, mental, physical and psychological well-being of employees. Meanwhile, according to (Tamara & Wulandari, 2021), differences between individuals are related to their respective abilities in managing stress, where some have effective abilities in dealing with stress, while others find it difficult to deal with the effects of stress. High work stress in employees can have an impact on physiological, psychological and behavioral aspects of employees, which has the potential to affect quality (Mariana et al., 2021). Job stress refers to a condition where a person feels pressured because they are less able to complete the tasks assigned by the company (Wirya et al., 2020). Job stress is a specific understanding of personal discomfort that arises as a result of situations or events felt in the work environment (I et al., 2021).

Waspodo et al., 2013, in research entitled, "The influence of job satisfaction and work stress on turnover intention in employees of PT. Unitex in Bogor". This research applies simple linear regression analysis methods and multiple linear regression. Thus, it can be concluded that work stress has a significant influence on the desire to move.

Nasution, 2017, in research entitled "The influence of work stress, job satisfaction and organizational commitment on turnover intention of medical representatives". The data analysis method applied in this research is Path Analysis. The results of this research show that work stress has a negative influence on the level of job satisfaction and organizational commitment.

Basamalah et al., 2023, in this research, "Work Stress Factors and Work-Life Balance on Turnover Intention in Claro Hotel Makassar Employees. The test equipment used in this research uses research instrument tests and path analysis using SPSS version 26.0 software. The results of this research show that work stress has a negative influence on employee turnover intention.

Sustainable, 2021, in research entitled "The Effect of Job Stress on Turnover Intention Mediated by Job Satisfaction (Study of Permanent Employees of BRI KC Tanjung Redeb - Berau). Data were analyzed using the path analysis method using SPSS version 27.0 software. The research results show that work stress has a significant influence on job satisfaction.

Harahap & Nasution, 2023, in research entitled "Employee Performance Study: Organizational Culture and Job Stress Through Job Satisfaction at PT. Perkebunan Nusantara II (Persero) Medan". The data analysis method used in this research uses a quantitative approach through outer model, inner model and hypothesis testing analysis. Findings from the research indicate that directly, organizational culture, job stress, and job satisfaction significantly influence employee performance.

Turnover Intention

According to (Nasution, 2017) Turnover Intention is the level or intensity of the desire to leave the company referring to turnover intention. Meanwhile, according to (Renaldo et al.,

2022), turnover intention has a direct correlation with employee turnover, and turnover intention is also the best indicator for predicting employee turnover. Turnover Intention is a thought or consideration that encourages someone to take an action (Ratnaningsih, 2021). Turnover intention is defined as the tendency of workers to leave the organization, and this can have a negative impact on organizational performance (Uktutias et al., 2021).

Prayogi et al., 2019 in research entitled "Job Satisfaction as an Intervening Variable on the Effect of Work-Life Balance and Job Stress on Turnover Intention". In this research, data analysis was carried out using a path analysis method approach. Researchers show that individually, work life balance and work stress have a positive and significant influence on the level of job satisfaction.

(Putriani et al., 2014) in research entitled "The influence of compensation and work motivation on turnover intention". This research uses explanatory research with a quantitative approach, and uses a questionnaire method. The research results show that there is a negative influence of compensation and work motivation on turnover intention.

Haholongan, 2018 in research entitled "work stress, work environment on company turnover intention". Data analysis was carried out using the Multiple Regression Analysis method using SPSS 19.0 for Windows software. The research results show that there is a negative influence of the work stress variable on turnover intention.

Hernita et al., 2022 in research entitled "The Effect of Work Stress and Workload on Turnover Intention with Moderation of Salary Satisfaction". This research uses a Structural Equation Modeling (SEM) statistical tool based on Partial Least Square version 3. The results of the research show that the independent variable, namely workload, has a significant positive influence on turnover intention.

Saputra et al., 2022 in research entitled "The Influence of Compensation on Employee Turnover Intention at PT. Bintan Megah Abadi". Data analysis methods in this research include validity tests, reliability tests, classic assumption tests consisting of normality tests and heteroscedasticity tests, simple regression analysis tests, and hypothesis tests involving t tests and coefficient of determination (R^2). The results of data analysis show that there is a significant influence between the independent variable, namely compensation, on the dependent variable, namely turnover intention

2. Methodology

Research design

The research design used is a quantitative design. This research discusses the influence of work-life balance and work stress on turnover intention at PT. PAM Tirta Mangkaluku Palopo City. Testing this research uses primary data which is processed into information that can be used as a framework for answers or hypotheses (Gumilar & Rismawati, 2022).

Research Location and Time

This research was conducted from 20 November to 4 December 2023. This research was located on Jln. Pongsimpin No. 14, Murante, District. Mungkajang, Palopo City, South Sulawesi.

Data Types and Sources

- a. Primary data is data obtained directly from the original source in the form of interviews, opinions about individuals or groups (people) or objects, observations of events or object test results(Southey, 2021).
- b. Secondary data is data obtained through media as an intermediary or indirectly in the form of notebooks, evidence or existing archives, both published and unpublished.(Southey, 2021).
- c. The data source in this research is employees who work at PAM Tirta Mangkaluku.

Population and Sample

The population is all employees PAM Tirta Mangkaluku, Palopo City, numbering 300 employees. The sampling method used in this research was the Slovin method and the sample used was 171 employees.

Research Instrument

The data collection method used in this research is validity and reliability testing by distributing questionnaires to employees who participated in the research, in this case 171 employees of PAM Tirta Mangkaluku, Palopo City, to obtain the required data.. Assessment is carried out on a 1-5 Likert scale with the following details: 1 = Strongly Disagree (Sts), 2 = Disagree (Ts), 3 = Neutral (n), 4 = Agree (S), 5 = Strongly agree (Ss). This research was to test the questionnaire so that it produces accurate and consistent data, so validity and reliability tests were carried out.

- a. Test Validity is a test carried out to see whether a measuring instrument is valid or invalid(Janna & Herianto, 2021).
- b. Test Reliability is used to determine the consistency of a measuring instrument, whether the measuring instrument used is reliable and remains consistent if measurements are carried out repeatedly(Dewi, 2018).

Data analysis method

To test the hypothesis stated above, the following data analysis was carried out:

- a. Multiple Linear Regression Analysis

Multiple linear regression analysis is a linear regression model that involves several independent variables. The multiple linear regression test is used in this research to determine whether the independent variable is present or not in the dependent variable. In this research there are 2 independent variables and 1 dependent variable, thus multiple linear regression is expressed in a mathematical equation as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

- b. Analysis of Correlation Coefficient and Determination Coefficient

Correlation coefficient analysis used to measure the strength of the relationship between two variables (more than two variables) on a certain scale(Subandriyo, 2020). The coefficient of determination (R^2) is a statistical quantity of a regression model that determines the proportion of variance in the dependent variable that is explained by the independent variable.

- c. T test (partial test) and F test (simultaneous test)

The T test (partial test) is used to find out how much influence the independent variable partially has on the variation in the dependent variable.

The F test (simultaneous test) is carried out to find out whether all the independent variables in the model have the same influence on the dependent variable

3. Result and Discussion

Data Quality Test

1. Validity test

Validity testing is an evaluation or measurement step to determine the extent to which a measuring instrument or test effectively measures the intended purpose.

Table 1. Validity Test Results

Variable	Instrument	r count	r table	Information
Work Life Balance (X1)	Statement X1.1	0.570	0.150	Valid
	Statement X1.2	0.566	0.150	Valid
	Statement X1.3	0.683	0.150	Valid
	Statement X1.4	0.538	0.150	Valid
	Statement X1.5	0.582	0.150	Valid
	Statement X1.6	0.613	0.150	Valid
	Statement X1.7	0.373	0.150	Valid
	Statement X1.8	0.398	0.150	Valid
Job Stress (X2)	Statement X2.1	0.522	0.150	Valid
	Statement X2.2	0.572	0.150	Valid
	Statement X2.3	0.506	0.150	Valid
	Statement X2.4	0.586	0.150	Valid
	Statement X2.5	0.522	0.150	Valid
	Statement X2.6	0.706	0.150	Valid
	Statement X2.7	0.629	0.150	Valid
	Statement X2.8	0.499	0.150	Valid
Turnover Intention (Y)	Statement Y1	0.628	0.150	Valid
	Statement Y2	0.595	0.150	Valid
	Statement Y3	0.569	0.150	Valid
	Statement Y4	0.535	0.150	Valid
	Statement Y5	0.568	0.150	Valid
	Statement Y6	0.574	0.150	Valid
	Statement Y7	0.662	0.150	Valid
	Statement Y8	0.403	0.150	Valid

Source: Processed primary data, 2023

The validity test results above show that all question items for each variable are declared valid because the resulting calculated r value is greater than the table r value, namely 0.150.

2. Reliability Test

Reliability testing is a method or assessment used to assess the extent to which a measurement instrument or test can produce consistent and reliable data repeatedly.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Reliability	
		limits	Information
Work Life Balance (X1)	0.661	0.60	Reliable
Job Stress (X2)	0.700	0.60	Reliable
Turnover Intention (Y)	0.699	0.60	Reliable

Source: Processed primary data, 2023

From the reliability test results above, it can be concluded that the Cronbach alpha value is > 0.60, meaning that all the statements used are reliable.

Multiple Linear Regression Test

1. Multiple linear regression

Table 4. Multiple Linear Regression Test Results

Model		Unstandardized		Standardized		t	Sig.
		B	Coefficients Std. Error	Coefficients Beta			
1	(Constant)	9,250	2,269			4,078	,000
	Work Life Balance	,950	,123	,841		7,724	,000
	Job Stress	-.231	,112	-.225		-2,067	,040

a. Dependent Variable: Turnover Intention

Source: Processed primary data, 2023

Based on the results of the multiple linear regression test above, the following equation can be obtained:

$$Y = 9.250 + 0.950 - 0.231 + e$$

Based on the equation model above, it can be interpreted as follows:

1. The constant value is 9,250, meaning that if there is no work-life balance and work stress, then turnover intention is 9,250.
2. The b1 coefficient is 0.950, meaning that every time there is an increase in work-life balance by one unit, turnover intention increases by 0.950 assuming the work stress variable remains constant.
3. The b2 coefficient is -0.231, meaning that every time there is a decrease in the work stress variable by one unit, turnover intention will increase by -0.231, assuming the work-life balance variable does not change or remains constant.

2. Partial Test (T Test)

Table 6. T Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	9,250	2,269			4,078	,000
	Work Life Balance	,950	,123	,841		7,724	,000
	Job Stress	-.231	,112	-.225		-2,067	,040

a. Dependent Variable: Turnover Intention

Source: Processed primary data, 2023

From the t test results table above, it can be seen that the calculated t value of the work-life balance variable is (7.724), which means that the calculated t value of this variable is > the t table value (1.654) and the sig value. $0.000 < 0.05$, so it can be concluded that the work-life balance variable has a positive and significant influence on the turnover intention variable. Meanwhile, the work stress variable shows the calculated t value (-2.067), this value is also > t table value (1.654) and the sig value. $0.040 < 0.05$, which means that the work stress variable has a significant effect on turnover intention.

3. Simultaneous Test (F Test)

Table 7. F Test Results

Model		Sum of Squares			df	Mean Square	F	Sig.
		Squares						
1	Regression	430,557		2	215,279	31,863	,000b	
	Residual	1135.068		168	6,756			
	Total	1565.626		170				

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Job Stress, Work Life Balance

Source: Processed primary data, 2023

From the table above, it can be seen that the calculated f value is (31.863) while the significance value obtained is 0.000. The results obtained are in accordance with the recognized value, namely not smaller than 0.05. Thus, work-life balance and work stress simultaneously (together) have a significant effect on turnover intention.

4. Coefficient of Determination (R2)

Table 5. Coefficient of Determination Test Results

Model	R	R Square	Adjusted	
			R Square	Std. Error of the Estimate
1	.524a	,275	,266	2,599

- a. Predictors: (Constant), Job Stress, Work Life Balance
 - b. Dependent Variable: Turnover Intention
-

Source: Processed primary data, 2023

Based on the adjusted R Square results in the table above it is 0.266. This states that 26.6% of turnover intention can be explained by independent variables, namely work-life balance and work stress. The remaining 73.4% is explained by variables that have been studied.

Discussion

1. The Influence of Work-Life Balance on Turnover Intention

Work-life balance has a significant effect on turnover intention as proven by the partial test results showing the calculated t value of the work-life balance variable. Work-life balance has a significant impact on the formation of intentions to leave work. A person's ability to manage work life and life outside of work effectively will reduce the desire to change jobs (Mardikaningsih & Arifin, 2022).

In line with findings from (Rahmaniah et al., 2019) which shows that employees' intention to leave work can be minimized through efforts to develop work-life balance. An important role for company management in achieving this balance is to hold regular meetings to understand the problems faced by employees in the work environment. In order to help manage employees' work lives, company management can provide psychological support as one form of assistance provided.

2. The Effect of Job Stress on Turnover Intention

Job stress has a negative effect on turnover intention as proven by the partial test results showing the calculated t value of the job stress variable. In accordance with the findings of (Wirya et al., 2020) suggests that the negative impact of work stress at a significant level will cause a dramatic decline in employee performance, in line with research results from (Tamara & Wulandari, 2021) Work stress has a negative effect on employee performance.

Thus employee work stress is an important thing that companies need to pay attention to in order to achieve good work performance from employees in achieving company goals because the human resources desired by an organization are quality resources and have the enthusiasm to work so as to achieve optimal work performance.

3. The Influence of Work-Life Balance and Job Stress on Turnover Intention

Work-life balance and work stress have a significant effect on turnover intention. In accordance with the findings of (Mardikaningsih & Arifin, 2022) Work-life balance has a significant impact on the formation of intentions to leave work. The negative impact of work stress at a significant level will cause a dramatic decline in employee performance (Wirya et al., 2020).

High or low employee turnover intention is not only motivated by work-life balance, as previously explained. Based on the results of research that the author has conducted, high or low turnover intention can come from two perceptions or points of view (Hafid & Prasetyo, 2017).

4. Conclusion

Based on the results of research and discussion regarding the Influence of Work Life Balance and Job Stress on Turnover Intention at PT. PAM Mangkaluku, Palopo City, the following conclusions can be drawn:

- a. Work-life balance has a positive effect on PT turnover intention. PAM Mangkaluku Palopo City.
- b. Job stress has a negative effect on PT turnover intention. PAM Mangkaluku Palopo City.
- c. Work-life balance and work stress have a significant effect simultaneously (together) on PT turnover intention. PAM Mangkaluku Palopo City.

It is recommended that company management can reduce employee turnover intention by involving employees in existing planning. Management can provide challenges to employees to be able to solve company problems with their abilities. Providing rewards in the form of career advancement can make employees feel that their careers can be built at the company where they currently work so that they don't need to look for another job. Management can also provide activities outside of work that can give employees time to rest. Further research dapat adding variables such as employee performance and job satisfaction to increase understanding of the factors that may influence turnover intention

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