



**THE INFLUENCE OF WORK LIFE BALANCE ON TURNOVER INTENTION
WITH JOB ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR AS INTERVENING VARIABLES**

Nur Amelia¹, Sidiq Permono Nugroho²

Faculty of Economics and Business, Muhammadiyah Surakarta University
b100200420@student.ums.ac.id¹, sp112@ums.ac.id²

ABSTRACT

The purpose of this research is to analyze the influence of work-life balance mediated with job engagement and organizational citizenship behavior on turnover intention. This research uses quantitative methods. The population in this study is all married female workers in the city of Surakarta. Later samples will be taken that can be generalized to represent the existing population. The sample is part of the number and characteristics of the population. Determining the sample size for this research used the Malhotra formula with the formula for the number of questions multiplied by six (6), so the number of respondents is 144 respondents. The sample determination in this research was carried out using purposive sampling. This research uses primary data collection techniques using interviews assisted by questionnaires. This research also uses the help of the Smart-PLS (Partial Least Square) approach data analysis application. From the results of the analysis that has been carried out, this research can be concluded as follows: Work-life balance has a significant positive effect on turnover intention so that the first hypothesis is supported. Work-life balance has a significant positive effect on job engagement so that the second hypothesis is supported. Work-life balance has a significant positive effect on organizational citizenship behavior so that the third hypothesis is supported. Job engagement has a significant negative effect on turnover intention so that the fourth hypothesis is not supported. Organizational citizenship behavior has a significant negative effect on turnover intention so that the fifth hypothesis is not supported. Work-life balance has a significant negative effect on turnover intention, mediated by job engagement, so the sixth hypothesis is not supported. Work-life balance has a significant negative effect on turnover intention, mediated by organizational citizenship behavior, so the sixth hypothesis is not supported.

Keywords: Work Life Balance, Turnover Intention, Job Engagement, and Organizational Citizenship Behaviour.

A. INTRODUCTION

Significant changes in the demographic and global context as a result of the 4.0 revolution have encouraged companies globally to change their operational patterns from manual systems to automation (Sahni, 2018). To implement these changes, organizations need the full collaboration of their human resources. In facing this challenge, the role of Human Resource Management (HRM) in the company must become more adaptive and innovative in internal talent management. However, in reality, the Company's HRM is faced with various challenges and complex problems in an effort to optimize human resource management (Ariyani et al., 2022). One of the problems that often occurs is the phenomenon of turnover intention in the corporate environment.

Human resources (HR) are a very important asset for every organization, because it is human resources that determine the direction and goals of the company (Hafid & Prasetyo, 2017). The human resources function is not only limited to administrative management such as employee recruitment and administration, but also involves developing, maintaining, and managing human potential in the organization. Organizations generally assign responsibilities and roles to their employees according to their level of management and expertise. Performance can be categorized as good or bad based on the level of competence of employees, employees who have good performance are an asset that must be maintained by the organization because they become experts who are beneficial to the organization, this is also related to cost efficiency,

namely the ability of an organization to optimize the use of resources to achieve maximum profit (Parastra et al., 2023).

One way to manage good resources is to minimize the level of employee turnover by paying attention to all the factors that cause employees' desire to move (turnover intention). Turnover is a process in which workers want to leave the organization, accompanied by various causal factors. High turnover rates can be a sign of problems within the organizational structure (Vellya et al., 2020). Turnover intention or intention to leave refers to the extent to which employees have a tendency to look for new jobs elsewhere or have plans to leave the Company within three months, six months, one year, and two years in the future.

There are several factors that can trigger the onset of turnover intentions such as work-life balance, namely the balance between work and personal life. According to (Laksono & Wardoyo, 2019), work-life balance is defined as the proportion of time spent doing work, compared to time spent with family and enjoying personal activities. Unmanageable schedules and uncontrollable home circumstances can result in negative impacts such as depression, decreased performance at work, conflict within the family sphere, and feelings of burnout. For those who consider their main purpose in life to be work, their career becomes the centerpiece of their life. Meanwhile, many people have limited time but still have to do activities other than their work. Therefore, without balance, it will be difficult to achieve both (Rahmayati, 2021).

On the other hand, work-life balance is not the only factor behind the formation of turnover intention, but other factors also come from the side of job engagement. Job engagement itself according to (Hayward et al., 2015), is conceptualized as employees who bring out their work roles, work and express themselves physically, cognitively, and emotionally while at work and work is defined as everything for their lives. Low job engagement can cause problems such as lack of employee interest in work, often slow in doing their duties, late for work, frequent absenteeism, and even quitting the organization. It can be concluded that Job Engagement is very important because it has a considerable influence on both individuals and organizations.

Organizational Citizenship Behaviour or OCB is the next factor that affects Turnover Intention, OCB is out-of-role behavior or behavior outside the organization's job description that has been previously determined which is rooted in a socially oriented attitude based on the sincerity of individual employees. This OCB behavior on the one hand has a negative impact that can harm the organization if left unchecked because OCB can cause personal problems between employees or coworkers, the absence of a sense of responsibility that each individual should have, and organizational performance can be said to be ineffective. Thus, the importance of organizational citizenship behavior cannot be ignored in an effort to increase productivity, efficiency, and company performance. Therefore, creating a company environment that encourages the emergence of organizational citizenship behavior from employees is a must (Yu et al., 2021).

Until now, human resources are a crucial asset for a company and play a key role in its operational continuity, especially considering the dominance of the millennial generation in the labor market in Indonesia, which in 2020 is estimated that the millennial generation will dominate the work share to reach 75% (Mulyati et al., 2019). However, On the other hand, 42% of millennials have a desire to change workplaces due to work environment considerations (Gewati, Michael., 2019). With employee turnover intention, employees tend to show attitudes that can have a negative impact on the company such as lack of enthusiasm for their work, often complaining, feeling unhappy with their work and in the end an employee will avoid their responsibilities.

The purpose of this study is to analyze the effect of Work-Life Balance on Turnover Intention with Job Engagement and Organizational Citizenship Behaviour as Intervening Variables.

B. LITERATURE REVIEW

Rational Choice Theory

This theory emphasizes that individuals consider the benefits and costs of various options to achieve their goals. According to (Sembiring & Hidir, 2023) individual independence allows them to freely choose their path in achieving the goals they have chosen. The decision taken is not only to achieve the value of the goal believed, but also by considering the benefits in the context of these conditions. There are two main principles in rational choice theory: 1) Individuals generally tend to optimize their personal utility, which leads to profit-maximizing decision-making. 2) Decisions are made by individuals, not by groups/collectives. This approach is known as methodological individualism, which assumes that collective decisions can be considered as the result of combining individual choices. On the basis of this assumption, collective action can be simplified as a series of individual actions that are part of the overall collectivity.

Work-life balance

Work-life balance generally involves efforts to carry out responsibilities at work while maintaining harmony in the family (Rohaeni & Nurdin, 2020). Work-life balance is defined as the extent to which an individual is equally committed and satisfied with their professional and family roles (Jaharuddin & Zainol, 2019). Work-life balance is also defined as time spent getting work done versus time spent with family and doing the things we love. Unmanageable schedules and out-of-control home life can lead to depression, poor performance, family conflicts, and feelings of burnout. According to (Nugraha, 2019), the balance between work and personal life is not only critical to prevent potential losses due to high employee turnover, but also an essential responsibility that must be carried out by the Company. Companies must pay attention to the needs of employees as individuals who have personal lives and family responsibilities, not just resources that function in the work environment.

Turnover Intention

Turnover intention has become a major concern for management in this century as organizations invest heavily in their employees in terms of recruitment, training, development and retention. Turnover intention refers to a person's tendency or desire to leave a current job and look for a new job in the future (Mulang, 2022). It is an early measure that can indicate an employee's potential to leave the organization. This intention to quit is defined as a desire, an attempt to voluntarily leave the workplace. It is determined later as the intention to terminate the employee's membership in the organization (Hassan, Akram dan Naz, 2012).

High turnover rates can have a negative impact on the organization. According to (Nugraha, 2019), employee turnover is a serious challenge for companies, impacting on aspects of cost and productivity. The impact of turnover involves recruitment costs, production costs during the search for new employees, and training costs. In addition, the risk of losing a productive workforce is very likely. If the company manages to bring in talented employees, it still requires adaptation time in order to achieve the desired level of productivity. Therefore, maintaining good relationships with employees and creating work-life balance are crucial to maintaining the company's viability as a dynamic entity.

Job Engagement

Job engagement is a concept used to refer to an employee's participation and enthusiasm for work. According to (Juwita, 2021), engagement is a feeling of being bound and the attitude of individuals involved in their work. Job engagement is a positive attitude of employees towards their work which is indicated by a high level of involvement. This work engagement is reflected in high levels of energy, enthusiasm for work, a sense of inspiration, and an almost inseparable attachment to the work itself (Angel Maudul, 2021). Job engagement is an employee who is fully involved and highly motivated in work related to the organization for a long time (Rich, Lepine dan Crawford 2010).

Organizational Citizenship Behaviour

Organizational Citizenship Behaviour (hereafter OCB) translates to Organizational Citizenship Behavior (OCB). OCB is extra-role behavior performed by employees outside of their main job duties and is not bound by a reward or intensive system (Fakhri et al., 2021). behavior in the job role is often associated with an intensive or punishment system, OCB is an independent individual behavior, not directly or explicitly related to the reward system and can increase the effectiveness of organizational operations.

Research Framework

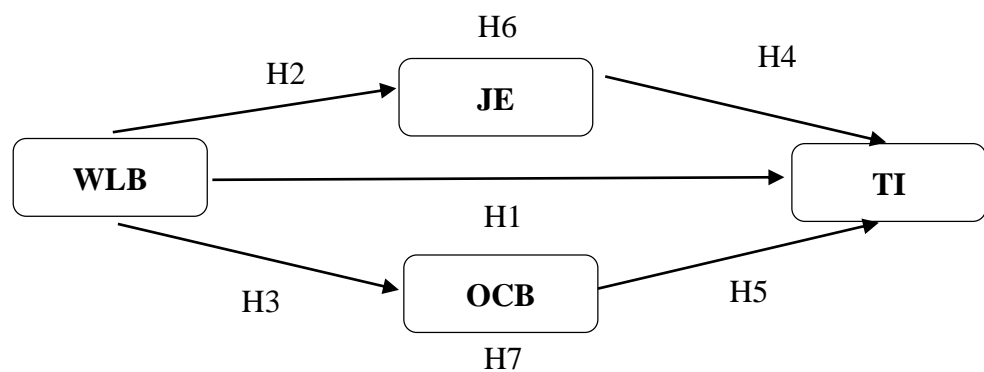


Figure 1. Research Framework

Hypothesis Development

Effect of Work-life balance on Turnover Intention

Work-life balance is an important thing that needs to exist in a company, in addition to self-management from the employees themselves, companies are expected to participate in supporting a productive climate but not making employees feel under pressure. Work-life balance has an important role in employee turnover intention compared to factors such as management behavior towards employees or the amount of compensation provided. According to (Rohaeni & Nurdin, 2020), if the level of labor turnover becomes a serious problem for the company, preventive measures need to be taken to understand the main root causes of labor turnover. Indications of labor turnover can be seen from the aspects of quality of life and work and the necessary actions must be taken.

From the employee's perspective, work-life balance can be interpreted as a challenge in maintaining a balance between work duties and family responsibilities or others. Conversely, from an organizational perspective, work-life balance is a challenge to create a supportive work environment so that employees can focus and perform optimally at work. By maintaining and striving for work-life balance, turnover intention will not be at a high level.

This hypothesis is formed on the basis of research (Abdien, 2019) which found that work-life balance has a positive and supported effect on turnover intention. Meanwhile, from the results of research (Rohaeni & Nurdin, 2020) work-life balance has no significant effect on turnover intention.

H1: Work-life balance affects Turnover Intention

Effect of Work-life balance on Job Engagement

In practice, employee engagement (job engagement) is one of the factors that shape the existence of work-life balance in a company. This is because work-life balance and job engagement are two interrelated concepts in the context of employee satisfaction and

engagement at work. Managing work-life balance well can help increase job engagement and job satisfaction. Initiatives such as work flexibility policies, employee wellness programs, and approaches that pay attention to work-life balance can help create a work environment that supports this balance. Work-life balance is an individual's ability to fulfill work and family commitments, and be responsible for other activities outside of work. Meanwhile, job engagement is a sense of employee attachment to their organization which is shown from the energy of employees in their work by involving themselves to improve performance.

This hypothesis is formed on the basis of research (Jaharuddin & Zainol, 2019) which obtained positive and significant results on work-life balance on job engagement.

H2: Work-life balance affects Job Engagement

Effect of Work-life balance on Organizational Citizenship Behaviour

Organizational Citizenship Behaviour or OCB refers to voluntary behavior carried out by employees to support the organization outside of their main job duties, such as helping colleagues, providing constructive suggestions, participating in team activities, and maintaining a positive image of the organization. This behavior is supported by employees who have a good work-life balance, because they tend to be more able and motivated to perform OCB because they have enough energy and resources to contribute voluntarily.

The above hypothesis is formed on the basis of research (Heriyadi et al., 2020) which shows positive results between work-life balance and Organizational Citizenship Behaviour in their research.

H3: Work-life balance affects Organizational Citizenship Behaviour.

The Effect of Job Engagement on Turnover Intention

Job engagement or high employee involvement can act as a protective factor against turnover intention. Employees who are emotionally, cognitively, and behaviorally involved with their work tend to feel connected to the organization, have high commitment, and feel satisfied with their work. Preventable turnover is caused by factors such as low compensation, job mismatch, unfavorable working conditions, and lack of motivation. In contrast, unavoidable turnover occurs due to reasons such as family migration, serious illness, death, and other personal problems. So, it is necessary to have a system that can provide information that contains internal control principles and techniques with the aim that the information produced can be trusted for accuracy. (Zaman & Pratama, 2023)

In particular, employees with low levels of job engagement are more likely to have a higher intention to leave the organization and actually leave it. High employee turnover intensity is considered to have a significant negative impact on the company, not only causing financial losses but also potentially reducing productivity levels and business profits. Job engagement, has three main elements first is passion, which involves increased energy and mental endurance when one is busy with work tasks, a willingness to put maximum effort into work, and the ability to show perseverance when facing challenges. In other words, employees who feel energized in the work environment tend to be highly motivated and persistent when faced with adversity. The second element, dedication, includes a strong involvement and pride in the job, supported by a sense of significance, passion and inspiration. The final dimension of job engagement is absorption, which is characterized by high concentration and deep involvement in the work, where one finds it difficult to disengage from fast-paced work activities. Some of these elements may reduce their intention to leave their job and seek new opportunities elsewhere.

The above hypothesis is formed on the basis of research (Laksono & Wardoyo, 2019) which shows negative results between Job Engagement and Turnover Intention in their research.

H4: Job Engagement affects Turnover Intention

Effect of Organizational Citizenship Behaviour on Turnover Intention

Organizational Citizenship Behavior or often abbreviated as OCB is a behavior that makes employees feel they have a greater contribution in the company, without expecting any

reward from the company (Prasetya et al., 2022). OCB creates a dynamic in which employees not only see their duties as just routine work, but feel they have a greater role in the success of the Company. This includes voluntary actions and positive contributions that are not always covered by their formal job description.

Employees who actively engage in OCB tend to have higher levels of engagement and commitment. These high levels of engagement and commitment can reduce employees' intention to change jobs, as they feel emotionally attached and have a desire to continue contributing to the organization. However, there are other individual and situational factors that can also influence turnover intentions, such as career security, job satisfaction, and personal needs (Nuryadi et al., 2023). OCB can contribute to reducing turnover rates. Employees who demonstrate organizational citizenship behaviors tend to feel more engaged and attached to the company, so they may be less inclined to leave the job. While OCB can positively contribute to reducing turnover, sometimes employees who are highly engaged with OCB can feel overwhelmed and have high levels of burnout. If balance is not maintained, this can be a factor that increases turnover rates. Therefore, this relationship between OCB and turnover intention does not always apply absolutely and can change at any time.

The hypothesis above is formed on the basis of research (Prasetya et al., 2022) which states that there is a negative influence between Organizational Citizenship Behavior on Turnover Intention.

H5: Organizational Citizenship Behaviour affects Turnover Intention.

The effect of Work-life balance mediated / intervening with Job Engagement has an effect on Turnover Intention

Job engagement can play a role as a mediator between work-life balance (WLB) and turnover intention. This is because job engagement can increase satisfaction and commitment to work and organization. Employees who experience good WLB tend to have high levels of job satisfaction, less stress and higher job engagement. Job engagement can act as a binding factor that makes employees more attached to work and the organization so that employees feel emotionally and cognitively involved in work. As such, they may have lower turnover intentions. Good WLB can help keep employees engaged in their work and reduce the likelihood of them seeking alternative employment elsewhere.

The hypothesis above is formed on the basis of research (Angel Maudul, 2021) which states that Work-life Balance has a negative effect on Turnover Intention which is mediated by Job Engagement.

H6: Work-life balance mediated / intervening with Job Engagement affects Turnover Intention.

Effect of Work-life balance mediated/intervening with Organizational Citizenship Behaviour on Turnover Intention

Work-life balance itself can affect turnover intention through the mediation of Organizational Citizenship Behaviour or OCB although this relationship is complex and can be influenced by other factors, such as job satisfaction, organizational support, and work environment. Work-life balance is the idea of achieving a balance between personal life and career. This balance has the potential to increase productivity and health for both leaders and employees in aspects of personal and professional life. This balance includes elements of happiness, quality time with family, and spiritual growth (Gema Imani et al., 2023). Meanwhile, Organizational Citizenship Behaviour (OCB) is the voluntary behavior of a worker to perform tasks or work outside their responsibilities.

OCB can act as a factor that mediates the relationship between WLB and turnover. Employees who actively engage in OCB tend to feel more connected to the organization and their co-workers. This positive behavior can increase job satisfaction, reduce workplace conflict, and can reduce turnover rates. The more frequently OCB is applied the more employees feel that their efforts and contributions are recognized, they are more likely to remain loyal to the

company. This can minimize turnover rates with a holistic human resource management strategy.

The above hypothesis is formed on the basis of research (Fiernaningsih et al., 2021) which states that Work-life Balance has a negative effect on Turnover Intention which is mediated by Organizational Citizenship Behavior.

H7: Work-life balance mediated/intervening with Organizational Citizenship Behavior affects Turnover Intention.

C. RESEARCH METHODS

This research uses quantitative methods and there is one independent variable, two intervening variables, and one dependent variable. This study uses primary data and secondary data. Primary data is a data source that directly provides data to data collectors (Sugiyono, 2016). This study uses primary data collection techniques using interviews with the help of a questionnaire. Secondary data is data obtained indirectly or commonly obtained from several sources of research or writing.

The data collection method in this study used questionnaires, literature study and observation. The population in this study is all married female workers in Surakarta City, later a sample will be taken that can be generalized in representing the existing population. Determination of the sample in this study was carried out by the Purposive Sampling type. According to (Sugiyono, 2013) purposive sampling is a sample research method that involves selecting individuals or elements based on specific characteristics that are in accordance with the research objectives.

The data analysis technique in this study uses the help of the Smart-PLS (Partial Least Square) approach data analysis application. PLS itself is a statistical analysis method used in Stuctural Equation Modeling (SEM).

D. RESEARCH RESULTS AND DISCUSSION

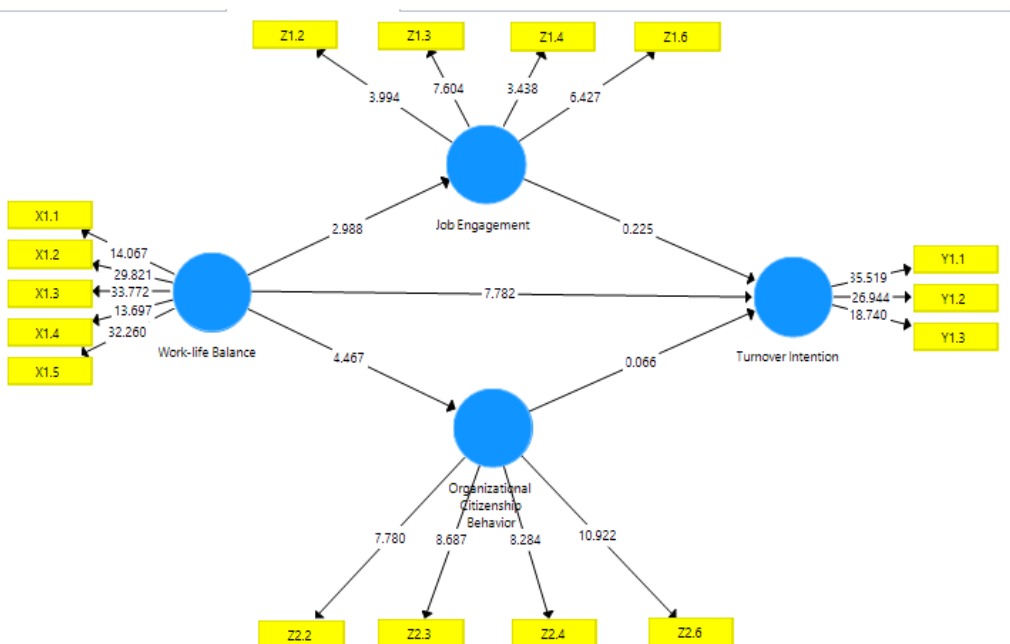


Figure 2. Outer Model

Convergent Validity

An indicator is declared to fulfill validity in a good category if the outer loading value is > 0.7. The following is the outer loading value of each indicator in the research variable.

Table 1. Outer Loading Value

Variable	Indicator	Outer Loading
Work-life Balance (X1)	X1.1	1,729
	X1.2	2,304
	X1.3	2,243
	X1.4	1,638
	X1.5	2,030
Turnover Intention	Y1.1	1,831
	Y1.2	1,886
	Y1.3	1,539
Job Engagement	Z1.2	1,619
	Z1.3	1,406
	Z1.4	1,500
	Z1.6	1,273
Organizational Citizenship Behavior	Z2.2	1,614
	Z2.3	1,610
	Z2.4	1,243
	Z2.6	1,283

Based on table 1, it is known that each indicator of the research variable has many outer loading values > 0.7. The measurement scale loading value of 0.5 to 0.6 is considered sufficient to meet the requirements of convergent validity. The data above shows that there are no variable indicators whose outer loading value is below 0.5, so all indicators are declared feasible or valid for research use and can be used for further analysis.

Apart from looking at the outer loading value, convergent validity can also be assessed by looking at the AVE (Average Variance Extracted) value > 0.5 so that it can be said to be valid in convergent validity.

The following is the AVE value of each variable in this study:

Table 2. Average Variance Extracted Value

Variable	AVE (Average Variance Extracted)	Description
Work-life Balance	0.627	Valid
Turnover Intention	0.712	Valid
Job Engagement	0.538	Valid
Organizational Citizenship Behavior	0.527	Valid

Source: Primary Analysis Data, 2024

Based on table 2, each variable in this study shows an AVE (Average Variance Extracted) value of 0.5. Each variable in this study has a respective value for work-life balance of 0.627, turnover intention of 0.712, job engagement of 0.538, and organizational citizenship behavior of 0.527. This shows that each variable in this study can be said to be valid in terms of discriminant validity.

Discriminant Validity

The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following is the cross loading value of each indicator:

Table 3. Cross Loading

Indicator	Job Engagement (Z1)	Organizational Citizenship Behavior (Z2)	Turnover Intention (Y)	Work-life Balance (X)
X1.1	0.228	0.305	0.281	0.710
X1.2	0.283	0.348	0.334	0.826
X1.3	0.175	0.358	0.466	0.849
X1.4	0.159	0.121	0.427	0.718
X1.5	0.190	0.315	0.604	0.845
Y1.1	0.095	0.277	0.881	0.542
Y1.2	0.110	0.097	0.842	0.392
Y1.3	0.226	0.150	0.807	0.432
Z1.2	0.691	0.442	0.030	0.120
Z1.3	0.816	0.391	0.212	0.200
Z1.4	0.622	0.409	0.013	0.101
Z1.6	0.787	0.338	0.119	0.258
Z2.2	0.256	0.745	0.216	0.215
Z2.3	0.317	0.741	0.166	0.237
Z2.4	0.434	0.667	0.130	0.257
Z2.6	0.429	0.747	0.130	0.352

Source: Primary Analysis Data, 2024

Based on the data presented in table 3, it can be seen that each indicator in the research variable has the largest cross loading value in the variable it forms compared to the cross loading value in other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

Reliability Test

The reliability test shows the level of consistency and stability of the measuring instrument or research instrument in measuring a concept or construct (jgdyfbsdkff). Reliability testing in this study used Composite Reliability and Cronbach Alpha.

Composite reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to have composite reliability if it has a composite reliability value > 0.7. Below is the composite reliability value of each variable in this study:

Table 4. Composite Reliability

Variable	Composite Reliability
Work-life Balance	0.893
Turnover Intention	0.881
Job Engagement	0.882
Organizational Citizenship Behavior	0.816

From table 4, it can be shown that the composite reliability value of all research variables is > 0.7. For the value of work-life balance of 0.893, turnover intention of 0.881, job engagement of 0.882, and organizational citizenship behavior of 0.816. This shows that each variable has fulfilled composite reliability so that it can be concluded that all variables have a high level of reliability.

Cronbach Alpha

The second reliability test is Cronbach Alpha. Cronbach Alpha is a test where this test is a statistical technique used to measure internal consistency in instrument reliability tests or pskometric data. According to Cronbach, xx) the construct is said to be reliable if the Cronbach alpha value is more than 0.60. Below is the Cronbach alpha value in this study.

Table 5. Cronbachs Alpha

Variable	Cronbachs Alpha
Work-life Balance	0.851
Turnover Intention	0.799
Job Engagement	0.744
Organizational Citizenship Behavior	0.702

Source: Primary Analysis Data, 2024

Based on table 5, it shows that the Cronbach alpha value of all variables in this study is above > 0.6, which means that the Cronbachs alpha value has met the requirements so that all constructs can be said to be reliable.

Multicollinearity Test

Multicollinearity test can be seen from the tolerance value and variance inflation factor (VIF). Multicollinearity can be detected with a cut off value that shows a tolerance value > 0.1 or the same as the VIF value < 5. Below is the VIF value in this study:

Table 6. Collinearity Statistic (VIF)

	Job Engagement	Organizational Citizenship Behavior	Turnover Intention	Work-life Balance
Job Engagement			1.343	
Organizational Citizenship Behavior			1.456	
Turnover Intention				
Work-life Balance	1.000	1.000	1.171	

Source: Primary Analysis Data, 2024

From table 6 above, the results of the Collinearity Statistic (VIF) to see the test of each variable have a cut off value > 0.1 or equal to VIF < 5, so it does not violate the multicollinearity test.

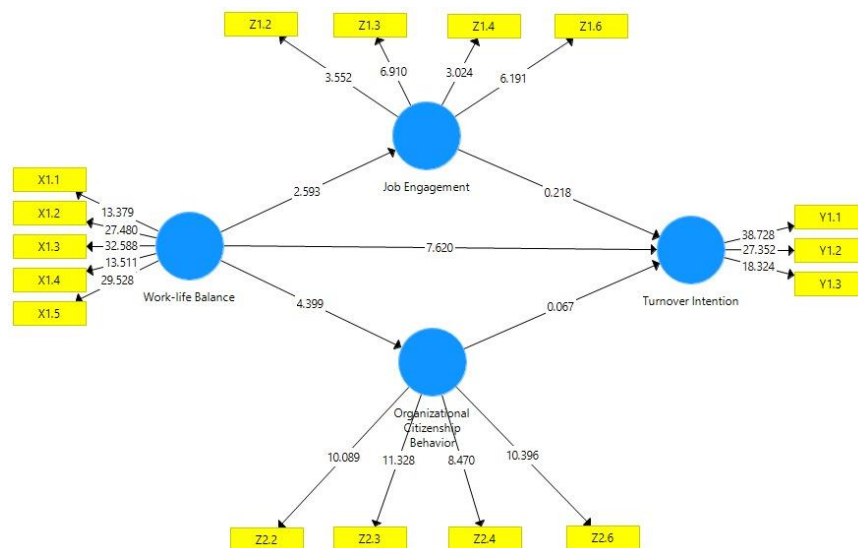


Figure 3. Inner Model

The inner model is used to test the influence between one latent variable and another latent variable. Inner model testing can be done with three analyses, namely measuring the R2 (R-Square) Goodness of Fit (Gof) value, and the path coefficient.

Inner Model Analysis

Model Goodness Test (Goodness of fit)

Evaluation of the structural model is carried out to show the relationship between manifest and latent variables from the main predictor, mediator, and outcome variables in one complex model. This model goodness test consists of two tests, namely R-Square (R2) and Q-Square (Q2).

The R2 or R-Square value shows the determination of exogenous variables on endogenous variables. The greater the R2 value indicates a better level of determination. R2 values of 0.75, 0.50, and 0.25 can be concluded that the model is strong, moderate, and weak. The following is the value of the coefficient of determination in this study.

Table 7. R-Square value

	R-Square	R-Square Adjusted
Job Engagement (Z1)	0.067	0.060
Organizational Citizenship Behavior (Z2)	0.139	0.133
Turnover Intention (Y)	0.301	0.286

Source: Primary data processed (2024)

Based on table 7, R-Square is used to see the influence of work-life balance variables on job engagement, namely with a value of 0.067 or 6.7%, so this relationship is a weak relationship. R-Square is also used to see the influence of the work-life balance variable on organizational citizenship behavior with a value of 0.139 or 13.9%, so this relationship is a weak relationship and on turnover intention with a value of 0.301 or 30.1%, so it can be said that the relationship between variables is a moderate relationship.

The next test is Q-Square. The Q2 value in testing the structural model is done by looking at the Q2 value (predictive relevance). The Q2 value can be used to measure how well the observation value produced by the model is also its parameter. A value of $Q2 > 0$ indicates that the model has predictive relevance, while a value of $Q2 < 0$ indicates that the model lacks predictive relevance. The following are the results of the Q-Square calculation:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2) \times (1 - R^2_3)] \\
 &= 1 - [(1 - 0.067) \times (1 - 0.139) \times (1 - 0.301)] \\
 &= 1 - (0.933 \times 0.861 \times 0.699) \\
 &= 1 - 0.56152 \\
 &= 0.43848
 \end{aligned}$$

Based on the research results above, the Q-Square value is 0.43848. This value explains the diversity of the research data can be explained by the research model by 43%, while the remaining 57% is explained by other factors that are outside this research model. Thus, from the results of these calculations, this research model can be declared to have good goodness of fit.

Hypothesis Test

Path Coefficient Test

For hypothesis testing in this study, you can use the path coefficient value table for direct effects and specific indirect effects for indirect (intervening) effects. Testing the path coefficient using the bootstrapping process to see the t statistics or p values (critical ratio) and the original sample value obtained from the process. p values < 0.05 indicate a direct effect between variables while p values > 0.05 indicate no direct effect between variables. In this study, the significance value used is t-statistic 1.96 (significant level = 5%). If the t-statistic value > 1.96 then there is a

significant influence. Hypothesis testing was carried out with the help of SmartPLS (Partial Least Square) 3.0 software. Below is the path coefficient value of the test results.

Table 8. Path Coefficient (Direct Effect)

	Hipotesis	Original Sample	t-statistic	P Values	Description
Work-life Balance (X) -> Turnover Intention (Y)	H1	0.540	7.782	0.000	Significant positive
Work-life Balance (X) -> Job Engagement (Z1)	H2	0.258	2.988	0.003	Significant positive
Work-Life Balance (X) -> Organizational Citizenship Behavior (Z2)	H3	0.373	4.467	0.000	Significant positive
Job Engagement (Z1) -> Turnover Intention (Y)	H4	0.024	0.225	0.822	Negative significant
Organizational Citizenship Behavior (Z2) -> Turnover Intention (Y)	H5	0.006	0.066	0.948	Negative significant

Source: Primary data processed (2024)

Based on the table above, the interpretation is as follows:

1. The first hypothesis tests whether work-life balance has a positive and significant effect on turnover intention. The table above shows a t-statistic value of 7.782 with an effect of 0540 and a p-value of 0.000. with a t-statistic value > 1.96 and a p-value < 0.05, it can be concluded that the first hypothesis is accepted.
2. The first hypothesis tests whether work-life balance has a positive and significant effect on job engagement. The table above shows a t-statistic value of 2.988 with an effect of 0.258 and a p-value of 0.003. with a t-statistic value > 1.96 and a p-value < 0.05, it can be concluded that the first hypothesis is accepted.
3. The first hypothesis tests whether work-life balance has a positive and significant effect on organizational citizenship behavior. The table above shows a t-statistic value of 4,467 with an effect of 0.373 and a p-value of 0.000. with a t-statistic value > 1.96 and a p-value < 0.05, it can be concluded that the first hypothesis is accepted.
4. The first hypothesis tests whether job engagement has a positive and significant effect on turnover intention. The table above shows a t-statistic value of 0.225 with an effect of 0.024 and a p-value of 0.822. with a t-statistic value < 1.96 and a p-value > 0.05, it can be concluded that the first hypothesis is not accepted.
5. The first hypothesis tests whether organizational citizenship behavior has a positive and significant effect on turnover intention. The table above shows a t-statistic value of 0.066 with an effect of 0.006 and a p-value of 0.948. with a t-statistic value < 1.96 and a p-value > 0.05, it can be concluded that the first hypothesis is not accepted.

Indierct Effect Test

The next step is indirect effect testing which can be seen from the specific indirect effect results. If the p-value < 0.05 then it is significant. This means that the mediating variable (intervening), mediates the effect of an exogenous variable on an endogenous variable, in other words, the effect is indirect. If the p-value > 0.05 then it is not significant. This means that the

mediator variable does not mediate the effect of an exogenous variable on an endogenous variable. In other words, the effect is direct. Below is the specific indirect model value.

Table 9. Indirect Effect Test

Indirect Effect	Original Sample	t-Statistic	P-value	Keterangan
Work-life balance (X) -> Job Engagement (Z1) -> Turnover Intention (Y)	0.006	0.202	0.840	Negatif Signifikan
Work-life Balance (X) -> Organizational Citizenship Behavior (Z2) -> Turnover Intention (Y)	0.002	0.061	0.951	Negatif signifikan

Source: Primary data processed (2024)

Based on the table above, the results show that:

1. The sixth hypothesis tests whether job engagement mediates the relationship between work-life balance and turnover intention. Based on the table above, it shows that the t-statistic value is 0.202 which means < 1.96 with a p-value of 0.840 which means > 0.05 . So it can be concluded that work-life balance on turnover intention cannot be mediated by job engagement partially.
2. The seventh hypothesis tests whether organizational citizenship behavior mediates the relationship between work-life balance and turnover intention. Based on the table above, it shows that the t-statistic value is 0.061 which means < 1.96 with a p-value of 0.951 which means > 0.05 . So it can be concluded that work-life balance on turnover intention cannot be mediated by organizational citizenship behavior partially.

Discussion

The Effect of Work-life Balance on Turnover Intention

Work life balance is a condition in which an individual or employee tries to make a balance between personal life and work. According to (Elisa Apriliana Rohmah et al., 2022) work-life balance is a condition in which individuals try to achieve a balance between work responsibilities and their personal lives properly. This includes balancing the time and energy invested in a career and life outside of work. Turnover intention is the urge to leave the company but has not yet reached the stage of actual action of moving from one workplace to another or resigning from the current job (Fakhri et al., 2021). It reflects an individual's desire to seek new opportunities or a more satisfying work environment, although not yet taking concrete action to do so.

The statistical results show that work-life balance has a significant positive effect on turnover intention in married working women in Surakarta City. This means that work-life balance can create a sense of wanting to leave or resign from the workplace. This proves that the first hypothesis which states that work-life balance has a significant positive effect on turnover intention in married working women in Surakarta City is proven to be true. These results are in line with research conducted by (Abdien, 2019) which shows that work-life balance has a positive and significant effect on turnover intention.

The Effect of Work-life Balance on Job Engagement

Work-life balance is built on the concept that work life and personal life support each other to create a more meaningful and balanced life for a person (Nur Kholifah & Aidil Fadli, 2022). Job engagement is a concept that reflects the level of involvement and motivation that an employee has towards their work (Lestari & Margaretha, 2021). In general, a good balance between work demands and personal needs, they tend to be more involved and passionate about carrying out their work tasks.

The statistical results show that work-life balance has a significant positive effect on job engagement in married working women in Surakarta City. This means that a good work-life balance can create good job engagement as well. These results prove the second hypothesis which states that work-life balance has a significant positive effect on job engagement is proven correct. This is in line with research conducted by (Jaharuddin & Zainol, 2019) which shows that work-life balance has a positive and significant effect on job engagement.

The Effect of Work-life Balance on Organizational Citizenship Behavior

Work-life is the balance between personal life and work that an individual strives for. According to (Harahap & Ramli, 2023) work-life balance can encourage healthy activities and make employees happier. It also encourages employees' ability to manage time, level of psychological engagement, and satisfaction to maintain a balance between their work and personal lives.

Organizational Citizenship Behavior is an action taken voluntarily and initiative by individuals in an organization, not always tied to the organization's formal reward system, but overall improving organizational efficiency and performance. It includes actions such as helping colleagues, making constructive suggestions, or actively participating in organizational activities that are not included in their regular duties. These behaviors reflect individuals' loyalty and commitment to the organization, as well as their contribution to creating a positive and productive work environment (Ali et al., 2022).

The statistical results show that work-life balance has a significant positive effect on organizational citizenship behavior in married working women in Surakarta City. This means that a good work-life balance can create good organizational citizenship behavior in employees. The results prove the third hypothesis which states that work-life balance has a significant positive effect on organizational citizenship behavior is proven correct. These results are in line with research conducted by (Heriyadi et al., 2020) in his research showing that work-life balance has a positive and significant effect on organizational citizenship behavior.

The Effect of Job Engagement on Turnover Intention

The correlation or relationship between job engagement and turnover intention is important in the context of employee retention and organizational sustainability. Turnover intention is how much someone wants to leave the company, which can be caused by various factors, including the desire to find a better job (Yusril Fauzi et al., 2023). Good job engagement in addition to providing benefits to individual employees, also contributes to the success and welfare of the organization as a whole and suppresses the possibility of turnover intention in employees.

The statistical results show that job engagement has a significant negative effect on turnover intention in married working women in Surakarta City. This means that poor job engagement can create unfavorable turnover intention in employees (Hidayah et al., 2023). The results prove the fourth hypothesis which states job engagement has a significant effect on turnover intention is not proven. These results are in line with research conducted by (Laksono & Wardoyo, 2019) in his research showing that job engagement has a negative and significant effect on turnover intention.

The Effect of Organizational Citizenship Behavior on Turnover Intention

Organizational Citizenship Behavior (OCB) includes a number of actions such as providing assistance to coworkers, voluntarily taking on additional responsibilities, and complying with rules and procedures in the work environment. These actions reflect the added value provided by employees and are a form of prosocial behavior, which aims to make a positive, constructive, and meaningful contribution to the organization (Widarko & Anwarodin, 2022). The intention that employees have to leave the company (turnover intention) and look for a new workplace, arises due to dissatisfaction with their work in the current company (Ekonomika et al., 2013). This shows that employee dissatisfaction with the work environment

or certain working conditions can be a major trigger in developing a desire to find more satisfying work opportunities.

The statistical results show that organizational citizenship behavior has a significant negative effect on turnover intention in married working women in Surakarta City. This means that poor organizational citizenship behavior can create poor turnover intention in employees. The results prove the fifth hypothesis which states that organizational citizenship behavior has a significant effect on turnover intention is not proven. These results are in line with research conducted by (Prasetya et al., 2022) in his research showing that organizational citizenship behavior has a negative and significant effect on turnover intention.

Effect of Work-life Balance mediated / intervening with Job Engagement on Turnover Intention

Work-life balance is a situation in which an individual maintains a personal life with his career. This can be achieved because of several influencing factors, one of which is job engagement. Job engagement can affect work-life balance because it is a factor that has the possibility of supporting the creation of work-life balance in the workplace. Employee turnover can also be assessed by looking at how much individuals want to leave the company where they currently work (Moh. Abd. Rahman & Siti Maysaroh, 2020). This reflects the level of satisfaction and attachment of employees to the organization.

The statistical results show that job engagement cannot mediate the effect of work-life balance on turnover intention in married working women in Surakarta City. These results prove the sixth hypothesis which states job engagement has a significant effect in mediating work-life balance and turnover intention is not proven. These results are in line with research conducted by (Angel Maudul, 2021) in his research showing that work-life balance has a negative effect on turnover intention mediated by job engagement.

Effect of Work-life Balance mediated / intervening with Organizational Citizenship Behavior on Turnover Intention

Work-life balance refers to the way a person maintains a balance between his responsibilities at work and other aspects of life, thus creating a comfortable condition. In other words, balance occurs when a person can carry out his duties at work by paying attention to his physical and mental well-being (Paembong et al., 2023). Organizational citizenship behavior (OCB) is a voluntary action taken by employees outside of their formal work responsibilities, but aims to support the effective operation of the organization and strengthen the bond between employees and the organization (Widarko & Anwarodin, 2022). It includes various behaviors such as helping colleagues, making additional contributions, and maintaining a positive work climate.

The statistical results show that organizational citizenship behavior cannot mediate the effect of work-life balance on turnover intention in married working women in Surakarta City. These results prove the sixth hypothesis which states that organizational citizenship behavior has a significant effect in mediating work-life balance and turnover intention is not proven. These results are in line with research conducted by (Fiernaningsih et al., 2021) in their research showing that work-life balance has a negative effect on organizational citizenship behavior mediated by job engagement.

E. CONCLUSIONS AND SUGGESTIONS

Based on the results and discussion obtained, work-life balance has a significant positive effect on turnover intention so that the first hypothesis is supported. Work-life balance has a significant positive effect on job engagement so that the second hypothesis is supported. Work-life balance has a significant positive effect on organizational citizenship behavior so that the third hypothesis is supported. Job engagement has a significant negative effect on turnover intention so that the fourth hypothesis is not supported. Organizational citizenship behavior has a significant negative effect on turnover intention so that the fifth hypothesis is not supported.

Work-life balance has a significant negative effect on turnover intention mediated by job engagement so that the sixth hypothesis is not supported. Work-life balance has a significant negative effect on turnover intention mediated by organizational citizenship behavior so that the sixth hypothesis is not supported.

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