

The Effect of Work-Life Balance and Human Relations on Turnover Intention with Job Satisfaction as an Intervening Variable for Bank Nagari Employees

Oktavirani Marta^{1,2}, Susi Evanita²

^{1,2}Universitas Negeri Padang, Padang, Indonesia,

*Corresponding author. E-mail: oktaviranimarta2@gmail.com

ABSTRACT

The research objective was to determine the influence of work-life balance and human relations on the turnover intention with job satisfaction as an intervening variable for employees of Bank Nagari. The population of this research is the employees of Bank Nagari Pusat Padang. The sample in the study was 160 respondents. The research instrument was a questionnaire distributed to respondents. Data analysis using SEM PLS. The results of this study are work-life balance and human relations and job satisfaction has a negative effect on turnover intention. Furthermore, job satisfaction as an intervening variable has a negative effect between work-life balance and human relations with the turnover intention of Bank Nagari employees at Padang Head Office.

Keywords: *Work-life balance, human relations, job satisfaction, turnover intention.*

1. INTRODUCTION

A high employee turnover rate can hurt the quality and ability of the company to meet the changing needs of employees who have left the company so that the company requires more time and costs for expenses in the employee recruitment process [2]. However, the employee turnover rate can be minimized by the company, but the turnover itself cannot be eliminated or avoided. Therefore, companies need to develop employee retention to save costs. The high turnover intention has been studied empirically. Many factors influence turnover intention, including work-life balance, human relations, and job satisfaction. Work-Life Balance is a balance concept that involves ambition or career with happiness, leisure, family, and spiritual development [3]. Employees as ordinary people certainly have another life besides their work life. The balance between life at work is an important factor that companies need to consider in making a policy so that work productivity is maintained. The factor affecting turnover intention is human relations. Human relations

play a role in motivating other employees by showing good attitudes and behaviors, which are needed to support and implement a company's competitive strategy. The way to communicate is to use informal communication which is done outside office hours regularly and continuously [4]. Communication, self-awareness, self-acceptance, motivation, trust, self-disclosure, and conflict resolution reflect current concerns in human relations with the goals of personal growth, development, and achievement of organizational goals. The factor that affects turnover intention is job satisfaction [5]. For more details, see the following model framework:



Figure 1 Research model

2. METHOD

The population of this study was all employees of Bank Nagari Padang Head Office, totaling 283 people. This study used a random sampling technique totaling 160 respondents. Measurement of work-life balance in this study was: (1) Time balance, (2) Engagement balance, and (3) Satisfaction balance. [10]. The measurements of job satisfaction used in this study are (1) satisfaction with training, (2) satisfaction with performance appraisals, and (3) satisfaction with salaries. [11]. The measurement of turnover intention used in this study can be measured by using the indicators used, namely (1) Intention to seek, (2) Intention to move jobs, and (3) Intention to quit working. [11]. All research instruments that the authors use are 1-5 scale questionnaires.

3. RESULTS AND DISCUSSIONS

The results of the analysis were performed using statistical techniques. The following sections present the results for all analyzes to evaluate the validity and reliability of the measurement model. The values of AVE, Cronbach's Alph and Composite Reliability are presented in Table 1

Table 1. Descriptive statistics

Variable	Cronbach's Alpha	Composite Reliability	AVE
Human Relations	0,970	0,972	0,663
Job satisfaction	0,962	0,967	0,727
Turnover_Intention	0,890	0,912	0,537
Work Life_Balance	0,951	0,957	0,635

Table 2. Demographics

Gender	Frekuensi	Persentase (%)
Male	90	56
Female	70	44
Age (years)		
<25	4	3
26-30	36	23
31-35	27	17
36-40	29	18
41-45	30	19
46-50	25	16
Working time (years)		
< 1 Tahun	38	24
1- 5 Tahun	79	49
> 5 Tahun	43	27
Educations		
Senior High School	11	7
Diploma	13	8
Bachelor	107	67
Postgraduate	29	18
Position		
Customer Service	21	13
Teller	9	6
Marketing	10	6
Back Office	102	64
Auditor	10	6
Security	3	2
Cleaning Service	5	3

Based on Table 1 shows the Cronbach's Alpha value between 0.89 to 0.970. The results of the analysis of all items in the measurement model show a value exceeding 0.5, starting from the lower limit of 0.531 to the upper limit of 0.891. This shows that the loading factor for each item used for this study has been reliable.

Based on demographic data, 61% of the age categorization of the research subjects is still young in their careers, namely 25 to 40 years. At the starting stage (establishment) in a career starting at the age of 25 to 40 years, namely entering the stage of building skills and stabilization through work experience by experimenting [14]. Long working hours have a strong value and have a negative correlation with work-life balance [15].

It can be concluded that the employee working hours that have been determined by Bank Nagari Pusat Padang are not too questionable by the employees. Also, employees are given adequate rest time and are used properly, which means that when they enter their break time they will stop working. Apart from time with family, working hours at Bank Nagari Pusat Padang also do not prevent employees from carrying out other activities outside of their work as bank employees. Someone's satisfaction with the organization or company is often a very important issue in the world of work. Job satisfaction reflects the extent to which an employee identifies himself as satisfied with the achievement of organizational goals.

In the sense that the need for cooperation is the ability of a person to have good relationships among others without being accompanied by differences between them. With a lack of need for cooperation among employees, a distinctive view of life will not be created among them. Human relations means interaction between people, aiming to create win-win solutions by satisfying employee needs while achieving organizational goals (Lussier, 2017). This study is in line with the research results that there is a negative relationship between human relations and turnover intention [26]; [27];[28].

An agency is essentially a group of people who work together to achieve common goals that have been previously set. Human relations in agencies is important because it is a bridge between employees and fellow employees and employees and leaders. Thus, the most important thing in realizing human relations is how we understand [29] also affects the results of his work.

The relationship between job satisfaction and turnover intention is negative. These results reinforce the opinion of several previous researchers who state

that job satisfaction has a significant negative relationship to turnover intention [32];[33]. Low job satisfaction stimulates employees' minds to consider quitting their jobs. In the end, employees will evaluate their current job and are expected to find other job alternatives [29]. If the job search is successful, the employee will compare the current job with other job alternatives [34]. If the comparison is supportive, the employee will decide to resign and leave the current job to find another job alternative that is expected to be more satisfying.

Through this research, it was also found that employees who have a good work-life balance show a tendency to make low turnover intentions. Pagawai Bank Nagari Pusat Padang feels the satisfaction of working for the long term. Furthermore, Bank Nagari Pusat Padang employees can share their time between work and family while working. So, if employees can organize and carry out their work properly, employees can freely spend time outside of work for their families.

The interaction of Bank Nagari Pusat Padang employees in an agency environment is an inseparable thing that will lead to the level of individual job satisfaction, this explains that the environmental situation of the company in carrying out its duties and functions between one employee and another employee is inseparable from their interactions for the sake of smooth and harmonious work. A comfortable relationship means that the employees of Bank Nagari Pusat Padang are more comfortable and happy in completing their tasks. Furthermore, satisfied employees will minimize turnover intention. This is in line with the model from Mobley (1977) that states turnover intention is predicted by job satisfaction. Low job satisfaction stimulates the employee's mind to consider quitting a job, in the end, the employee will evaluate the current job and are expected to find other job alternatives. If the job search is successful, the employee will compare the current job with other job alternatives [34].

4. CONCLUSION

Based on the results of hypothesis testing, it can be concluded that: Work-life balance, human relations, and job satisfaction have a negative relationship with turnover intention. Work-life balance, human relations

are positively related to job satisfaction. The role of job satisfaction as a mediator hurts work-life balance and human relations with turnover intention.

Current research has several limitations to provide direction for future research. Some of the data collected in this study used online surveys due to time constraints and unfavorable conditions during the Covid-19 pandemic, which may have influenced the findings, this is because respondents may have experienced technostress in completing the survey. Therefore, future studies can adopt traditional and online sampling as a whole to improve generalizability.

REFERENCES

- [1] F. Abdillah, "Hubungan Kohesivitas Kelompok Dengan Intensi Turnover Pada Karyawan," *J. Soc. Ind. Psychol.*, 2012.
- [2] A. A. Waspodo and L. Minadaniati, "Pengaruh Kepuasan Kerja Dan Iklim Organisasi Terhadap Organizational Citizenship Behavior (Ocb) Karyawan Pada Pt . Trubus Swadaya," *Pengaruh Kepuasan Kerja Dan Iklim Organ. Terhadap Organ. Citizsh. Behav. Karyawan Pada Pt. Trubus Swadaya Depo*, 2012.
- [3] L. D. Caesar and J. Fei, "Work-life balance," in *Managing Human Resources in the Shipping Industry*, 2018.
- [4] B. L. Reece, R. Brandt, and K. F. Howie, *Effective Human Relations*. 2011.
- [5] W. H. Mobley, "Intermediate linkages in the relationship between job satisfaction and employee turnover," *J. Appl. Psychol.*, 1977.
- [6] A. Kinicki and M. Fugate, *Organizational Behavior A Practical, Problem-Solving Approach*. 2018.
- [7] S. Robbins and T. A. Judge, *Essential of Organizational Behaviour*. Pearson Education Limited, 2018.
- [8] J.-S. Moon and K.-H. Chung, "Factors Affecting Turnover Intention of Married Nurses Working in Small and Medium-Sized Hospital," *Asia-pacific J. Multimed. Serv. Conver. with Art, Humanit. Sociol.*, 2016.
- [9] M. Javed, R. Balouch, and F. Hassan, "Determinants of Job Satisfaction and its impact on Employee performance and turnover intentions," *Int. J. Learn. Dev.*, vol. 4, no. 2, pp. 120–140, 2014.
- [10] K. T. Smith, L. M. Smith, and T. R. Brower, "How work-life balance, job performance, and ethics connect: Perspectives of current and future accountants," *Res. Prof. Responsib. Ethics Account.*, 2016.
- [11] M. A. Memon *et al.*, "Satisfaction matters: the relationships between HRM practices, work engagement and turnover intention," *Int. J. Manpow.*, 2020.
- [12] W. W. Chinn, "The Partial Least Squares Approach to Structural Equation Modelling," *Mod. Methods Bus. Res.*, 1998.
- [13] M. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, "Partial least squares structural equation modeling (PLS-SEM)," *Sage Publ.*, 2014.
- [14] M. McMahon, "Career counselling: Applied concepts of life planning (4th Ed.)Vernon G. Zunker; Brooks/Cole Publishing Co.; 1994; 516 pp.; \$41.95.," *J. Psychol. Couns. Sch.*, 1994.
- [15] E. J. Hill, A. J. Hawkins, M. Ferris, and M. Weitzman, "Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance," *Fam. Relat.*, 2001.
- [16] J. W. O'Neill, M. M. Harrison, J. Cleveland, D. Almeida, R. Stawski, and A. C. Crouter, "Work-family climate, organizational commitment, and turnover: Multilevel contagion effects of leaders," *J. Vocat. Behav.*, 2009.
- [17] O. M. Karatepe and A. K. Azar, "The Effects of Work-Family Conflict and Facilitation on Turnover Intentions: The Moderating Role of Core Self-Evaluations," *Int. J. Hosp. Tour. Adm.*, 2013.

- [18] T. S. Suifan, A. B. Abdallah, and H. Diab, "The influence of work life balance on turnover intention in private hospitals: The mediating role of work life conflict," *Eur. J. Bus. Manag.*, 2016.
- [19] Y. W. Lee, Y. T. Dai, C. G. Park, and L. L. McCreary, "Predicting quality of work life on nurses' intention to leave," *J. Nurs. Scholarsh.*, 2013.
- [20] M. Javed, M. A. Khan, M. Yasir, S. Aamir, and K. Ahmed, "Effect of Role Conflict, Work Life Balance and Job Stress on Turnover Intention: Evidence from Pakistan," *J. Basic. Appl. Sci. Res.*, 2014.
- [21] F. Rondonuwu, W. Rumawas, and S. Asaloei, "Pengaruh Work-life Balance Terhadap Kepuasan Kerja Karyawan Pada Hotel Sintesa Peninsula Manado," *J. Adm. Bisnis*, 2018.
- [22] M. Mas-Machuca, J. Berbegal-Mirabent, and I. Alegre, "Work-life balance and its relationship with organizational pride and job satisfaction," *J. Manag. Psychol.*, 2016.
- [23] J. M. Haar, M. Russo, A. Suñe, and A. Ollier-Malaterre, "Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures," *J. Vocat. Behav.*, 2014.
- [24] A. K. Abendroth and L. den Dulk, "Support for the work-life balance in europe: The impact of state, workplace and family support on work-life balance satisfaction," *Work. Employ. Soc.*, 2011.
- [25] R. N. Lussier, *Human Relations in Organizations : Applications and Skill Building*, Tenth edit. New York: McGraw-Hill Education, 2017.
- [26] E. Dane and B. J. Brummel, "Examining workplace mindfulness and its relations to job performance and turnover intention," *Hum. Relations*, 2014.
- [27] C. Maier, S. Laumer, A. Eckhardt, and T. Weitzel, "Analyzing the impact of HRIS implementations on HR personnel's job satisfaction and turnover intention," *J. Strateg. Inf. Syst.*, vol. 22, no. 3, pp. 193–207, 2013.
- [28] M. S. Nawaz, F. Pangil, and M. A. Bhatti, "The Relationship between Human Resource Development Factors and Turnover Intention: A Conceptual Framework," *Int. J. Acad. Res. Bus. Soc. Sci.*, 2016.
- [29] G. J. Lee and H. Rwigema, "Mobley revisited: Dynamism in the process of employee turnover," *Int. J. Hum. Resour. Manag.*, 2005.
- [30] L. M. Shore and H. J. Martin, "Job Satisfaction and Organizational Commitment in Relation to Work Performance and Turnover Intentions," *Hum. Relations*, 1989.
- [31] T. Golden, "Co-workers who telework and the impact on those in the office: Understanding the implications of virtual work for co-worker satisfaction and turnover intentions," *Hum. Relations*, 2007.
- [32] N. Nurfitriani and A. Arwin, "The Effect Of Work Stress On Employee Turnover Intention In Pt Bank Rakyat Indonesia Makassar Branch Ahmad YanI," *J. Appl. Bus. ...*, 2020.
- [33] R. D. Rismayanti, M. A. Musadieg, and E. K. Aini, "Pengaruh Kepuasan Kerja terhadap Turnover Intention serta Dampaknya pada Kinerja Karyawan (Studi pada Karyawan Tetap Pg Kebon Agung Malang)," *J. Adm. Bisnis*, 2018.
- [34] J. L. S. Wittmer, A. Shepard, and J. E. Martin, "An application of Mobley's intermediate linkages turnover model to a full-time employee group typology," *J. Occup. Organ. Psychol.*, 2014.