



The Influence of Perceived Organizational Support and Work-Life Balance on Turnover Intention Through Job Satisfaction

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ABSTRACT

This study aims to analyze the effect of Perceived Organizational Support and Worklife Balance on Turnover Intention through Job Satisfaction as a Mediation variable. In this research, PT ABB's permanent employees with a total sample of 62 (sixty two) employees. The data analysis method uses Structural Equation Model-Partial Least Square (SEM-PLS) with SmartPLS 4.0. The results of the study found that Perceived Organizational Support had a positive and significant effect on Job satisfaction, Work-Life Balance had a positive and significant effect on Job Satisfaction, Work-Life Balance had a significant effect on Turnover Intention, Job Satisfaction had a positive but not significant effect on Turnover Intention, Perceived Organizational Support has a positive but not significant effect on Turnover Intention, Perceived Organizational Support has a Positive but Not Significant effect on Turnover Intention through Job Satisfaction. Work-Life Balance has a positive but not significant effect on Turnover Intention through Job Satisfaction. Company leaders are advised to increase Perceived Organizational Support and Work-Life Balance to increase Job Satisfaction which can affect Turnover Intention.

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INTRODUCTION

Canadian hiring decision makers report turnover as one of their biggest concerns, at 27% (Express Employment, 2020). Currently, the problem of employee turnover intention in Indonesia is still high and has resulted in unemployment continuing to increase and disturbing the Indonesian state. Apart from that, a study conducted showed that Indonesia was in fourth place with the highest turnover rate, namely 15.8 percent (Ferdian et al., 2020). A high turnover rate can cause problems for companies that depend on human resources. Therefore, organizations need to find out the factors that cause turnover in their organization, so that organizations can prevent turnover (Harvida & Wijaya, 2020). On a similar note, the shortage of talented employees will have a significant impact on businesses by 2030. Turnover intentions of 81% are reported to have a negative impact on their companies. These include not completing work (28%), not being involved in work or not being motivated (27%), low employee morale (25%), loss of income (25%), and delays in delivery times (22%) (Express Employment, 2020).

PT ABB employee turnover was 10 percent in 2019, 36 percent in 2020, 12 percent in 2021, and 14 percent in 2022. This shows that PT ABB's turnover is relatively high. According to Gillis (1994) in (Kurniawaty et al., 2019) employee turnover is said to be normal, ranging between 5 percent – 10 percent per year, and is classified as high if it is more than 10 percent per year.

According to Chandra (2017), there are eight factors that influence turnover intention, including job satisfaction, organizational commitment, organizational trust, job insecurity, role conflict, role ambiguity, locus of control, and organizational change. The reasons why employees leave their jobs can vary from not being able

to adapt to the company culture to looking for better compensation. Over the past several years, these reasons have been largely consistent, with both employers and employees citing them.

Perceived Organizational Support (POS) or organizational support is the level of employee belief that the organization where they work appreciates and cares about their contributions. The level of support provided by the organization to keep work running well (Robbins & Timothy A, 2017). Perceived Organizational Support (POS) that employees receive is the extent to which employees believe that the organization values their contributions and cares about their welfare (Colquitt et al., 2018). Perceived Organizational Support (POS) is organizational support received by employees through fulfilling work needs including fairness, supervisor support, appreciation from the organization and working conditions. Factors related to Perceived Organizational Support (POS), that POS has four dimensions, namely: 1). Justice, 2). Organizational rewards, 3). Superior support, 4). Working conditions (Kurtessis et al., 2015). A meta-analysis study proves that the support offered by the company makes employees mentally and psychologically attached to the organization (engagement), where they are willing to sacrifice their personal goals for organizational goals (Commitment), love and enjoy their work (job satisfaction), are willing to work for the sake of the organization, even though it is outside of their duties and obligations (organizational citizenship behavior) and likes to stay with the current organization for a long time or reduces turnover intention (Ahmed et al., 2015). One of them is low Perceived Organizational Support (POS), which results in low productivity and thus high turnover rates. Therefore, high levels of encouragement are needed from the organization, namely fairness at work, supervisor support, appreciation at work and comfortable working conditions (Chandra, 2017). However, different things were conveyed in research on the influence of Perceived Organizational Support (POS) at Ahimsa Beach Villa Jimbaran, that perceived organizational support had no effect on turnover intention, meaning that there were other factors that had more influence on perceived organizational support and employee turnover intention (Putra & Dewi, 2019). Apart from that, in a research study at PT Lazada E-Logistics, these results show that perceived organizational support does not have a significant effect on turnover intention. The insignificant influence of perceived organizational support on turnover intention could occur because it is possible that employees do not feel that their organization is not related to their desire to leave the company (Tambun et al., 2019). Apart from that, the research results of Herianto and Yanuar (2021) show that perceived organizational support has no influence on turnover intention. This has similarities with previous research which stated that the variable perceived organizational support has no relationship with turnover intention according to Alhasmi, Jabeen, and Papastathopoulos (2019).

Although there are many previous studies on Perceived Organizational Support, Work-life Balance, Job Satisfaction, and Turnover Intention. However, only a few studies have examined these four variables together in one study, especially in the service, consulting, and training industries. Apart from that, the existence of gaps in previous research and the problems that occurred also became the basis for this research for further research. Thus, in this research the author will analyze in more depth the influence of Perceived Organizational Support, Work-life Balance on Turnover Intention through Job Satisfaction as a Moderating Variable in the PT ABB case study.

LITERATURE REVIEW

Turnover Intention

Desire is an intention that arises in an individual to do something. Meanwhile, turnover is the voluntary departure of an employee from their place of work or moving from one place of work to another. Thus, "Turnover Intention is an employee's tendency or intention to stop working from their job." Zeffane (1994) in Tika Nur Halimah et al (2016). According to Darma (2013; 1) Turnover Intention is the degree of attitude tendency that employees have to look for a new job elsewhere or have plans to leave the company in the next three months, the next six months, the next year, and the next two years. According to Handoko (2001; 131) a request to quit can occur if an employee sees greater career opportunities elsewhere.

According to Mobley et al (1978) in Tika Nur Haimah et al (2016), turnover intention measurement indicators consist of: 1). Thinking about quitting (Thinking of Quitting), Reflects individuals thinking about leaving work or remaining in the work environment. Starting with job dissatisfaction felt by employees, then employees begin to think about leaving their current place of work. 2). Search for alternative jobs (Intention to search for alternatives), Reflects the individual's desire to look for work in another organization. If an employee starts to frequently think about leaving his job, the employee will try to find a job outside the company that he



feels is better. 3). Intention to quit (Intention to quit), Reflects individuals who intend to leave. Employees intend to leave when they get a better job and this will end with the employee's decision to stay or leave their job

Job Satisfaction

Job satisfaction is a response to feeling happy or unhappy about work based on expectations of rewards provided by the organization, with indicators: feelings about supportive working conditions, feelings about appreciation, feelings about relationships with superiors, relationships with colleagues, feelings of respect. - facing the work itself, feelings about opportunities for achievement, and feelings about the awards received (Rahmawati, 2016). Job satisfaction is the result of an assessment of whether a worker is happy or not happy based on the work they do (Andini, Sunuharyo, & Utami, 2018). Job satisfaction can also be interpreted as the level of pleasure felt by employees in their role in the organization (Juwita & Arintika, 2018). Indicators that can be used to assess job satisfaction are: Payment of salary or wages, work itself, coworkers, promotions, supervisors (Pratiwi & Susilo, 2018).

Employee job satisfaction in an organization or company can be seen from the factors that influence it. (Robbins & Judge, 2015), namely: 1). Work both for personal comfort and to make it easier to do a good job. 2). Supportive coworkers: For employees, work also fills needs and social interaction. It is therefore not surprising that having friendly and supportive co-workers leads to increased job satisfaction. 3). Personality-job compatibility: a high match between an employee's personality and occupation will produce a more satisfied individual. People whose personality types are congruent with their chosen jobs should find that they have the right talents and abilities to meet the demands of their jobs, and thus are more likely to succeed and have a greater chance of achieving

Perceived Organizational Support

Perceived Organizational Support (POS) is the perception and level of support provided by the organization to keep work running well. Perceived Organizational Support (POS) is defined as the level of employee belief that the organization where they work appreciates and cares about their contributions (Robbins & Timothy A, 2017). Perceived Organizational Support (POS) that employees receive is the extent to which employees believe that the organization values their contributions and cares about their welfare (Colquitt et al., 2018). A meta-analysis study proves that the support offered by the company makes employees mentally and psychologically attached to the organization (engagement), where they are willing to sacrifice their personal goals for organizational goals (Commitment), love and enjoy their work (job satisfaction), are willing to work for the sake of the organization, even though it is outside of their duties and obligations (organizational citizenship behavior) and likes to stay with the current organization for a long time or reduces turnover intention (Ahmed et al., 2015). One of them is low Perceived Organizational Support (POS), which results in low productivity and thus high turnover rates. Therefore, high levels of encouragement are needed from the organization, namely fairness at work, supervisor support, appreciation at work and comfortable working conditions (Chandra, 2017).

Work-life Balance

Work-life balance is generally related to carrying out responsibilities at work and maintaining harmony in the family. This concept relates to the demands of an employee's work and his life. The balance between work and family life is very important as a form of responsibility in raising a family (Fidyani, 2018)

Work-life balance refers to the balance an individual needs to maintain time for work and other aspects of life. Other aspects of life include personal interests, social and recreational activities, and more importantly, family. Work-life balance has received attention in the 1970s, and during that time many childcare assistance programs with a focus on reducing stress, and increasing employee efficiency (Boiarintseva & Richardson, 2019). Indeed, for employees in the pharmaceutical industry in Thailand, work-life balance is a very relevant aspect for research and practice.

McDonald and Bradley in (Pangemanan et al., 2017) argue that work life balance is the extent to which a person feels satisfied with carrying out all roles in life outside and inside work. In general, observing work-life balance is the relationship between the professional life and personal life of each employee (Patwary et al., 2019). Once personal and professional life exist, then work life is considered balanced or not (Jones & Taylor,

2017). If professional life and personal life create negative perceptions and conflicts between the two domains, then it is considered problematic.

METHOD

This research is quantitative research that uses explanatory analysis. In its implementation, Explanatory Research uses survey research methods by distributing questionnaires, tests, interviews, and so on. The design used in this research is a type of causal research. Quasal research design is useful for analyzing relationships between one variable and other variables. Causal design is testing cause and effect relationships. In this research, researchers are interested in examining the independent variables, namely Perceived Organizational Support, Work-life Balance and Turnover Intention as the dependent variable through Job Satisfaction as the Mediating Variable for the PT ABB case study.

The population used in this research was 100 company employees at PT ABB. The sampling technique used in this research is nonprobability sampling, namely a sampling technique that does not provide an equal opportunity for each element or member of the population to be selected as a sample. The type of non-probability sampling used in this research is census (saturated) sampling, namely a sampling technique when all members of the population are used as samples. Thus, the sample used in this research was 100 PT ABB employees. In this research, the author used quantitative descriptive analysis, assisted by PLS 3.0 software.

RESULT AND DISCUSSION

Questionnaires were distributed to 100 returning employees and completed so that 64 could be analyzed.

Table 1. Responden profile

Responden profile	Total	%
Age		
18-25	14	23
25-30	13	21
30-40	28	47
40-50	5	8
50-60	1	2
Education		
SMA	4	6
D3	0	0
S1	50	81
S2	8	13
Work (year)		
< 1	20	32
1-3	11	18
3-5	8	13
5-10	14	23
>10	9	15

Confirmatory factor analysis was conducted to test the measurement model through maximum likelihood estimation. The results for the confirmatory measurement model show that all constructs are significant with a significance level of < 0.01 . The construct reliability for all constructs was greater than 0.75, which was above the recommended value of 0.6 (Bagozzi and Yi, 1988).

On Table 2. The AVE value for Perceived Organizational Support is $0.595 > 0.50$, Work-Life Balance is $0.656 > 0.50$, Job Satisfaction is $0.66^* > 0.50$, and Turnover Intention is $0.663 > 0.50$. The results of this evaluation conclude that the evaluation of the measurement model from the aspect of convergent validity is fulfilled.



Table 2. convergent validity

Variable	Item	Loading Factor	AVE
Job Satisfaction (Y1)	JS1.2	0.842	0.660
	JS3.2	0.725	
	JS4.1	0.831	
	JS4.2	0.837	
	JS5.1	0.808	
	JS5.2	0.826	
Perceived Organizational Support (X1)	POS1.2	0.799	0.595
	POS2.1	0.820	
	POS2.2	0.708	
	POS3.1	0.806	
	POS3.2	0.837	
	POS4.1	0.713	
	POS4.2	0.702	
Turnover Intention (Y2)	T.1.1	0.736	0.663
	T2.1	0.839	
	T2.2	0.862	
Work-Life Balance (X2)	WLB.2	0.770	0.656
	WLB1	0.789	
	WLB3	0.806	
	WLB4	0.871	

The next test is discriminant validity which describes how far the variable or construct that is constructed is different from other variables/constructs and is tested statistically. Discriminant validity testing is carried out at the indicator and variable level. At the indicator level, the HTMT measure is used.

Table 3. HTMT.

	Perceived Organizational Support	Work-Life Balance	Job Satisfaction	Turnover Intention
Perceived Organizational Support				
Work-Life Balance	0.728			
Job Satisfaction	0.850	0.715		
Turnover Intention	0.752	0.693	0.681	

All variables have HTMT values below 0.9. So that all variables have been declared valid based on

Evaluation of Model

A measurement model is used to specify the relationship between latent variables and their indicators. The measurement model in this research consists of convergent validity test, discriminant validity test, composite reliability and Cronbach's alpha as in table 2.

Tabel 4 Reliability

	Cronbach's alpha	Composite reliability	Keterangan
X1 Perceived Organizational Support	0.885	0.911	Reliabel

X2 Work-Life Balance	0.829	0.884	Reliabel
Y1 Job Satisfaction	0.897	0.921	Reliabel
Y2 Turnover Intention	0.747	0.855	Reliabel

Based on Table 4 the results of the reliability test, the Cronbach alpha and Composite reliability values were > 0.70 , namely Perceived Organizational Support (X1) of 0.885 and 0.911, Work Life Balance (X2) of 0.829 and 0.884, Job Satisfaction (Y1) of 0.897 and 0.921, and Turnover Intention (Y2) is 0.747 and 0.885, so it can be said that the instrument is declared reliable or reliable.

Evaluation of Inner Model

Hypothesis testing between variables is seen by looking at the Path Coefficient value and p-value. If the Path Coefficient value is Positive and the p-value is smaller than 0.05 then there is a significant influence between the variables.

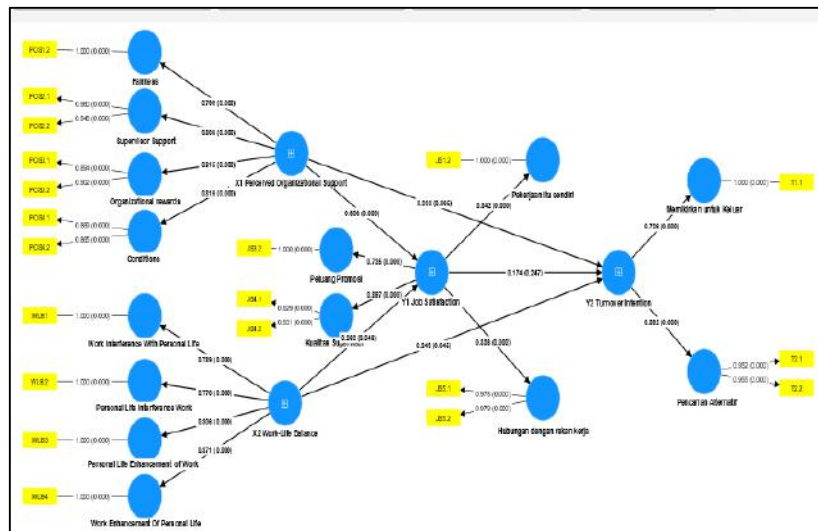


Figure 3 Bootstrapping Test Results

Table 5. Hypothesis

Hipotesis	Path Koef.	P-value	Keterangan
Direct effect			
X1 Perceived Organizational Support -> Y1 Job Satisfaction	0.606	0.000	Accept
X2 Work-Life Balance -> Y1 Job Satisfaction	0.263	0.046	Accept
Y1 Job Satisfaction -> Y2 Turnover Intention	0.174	0.247	Decline
X1 Perceived Organizational Support -> Y2 Turnover Intention	0.338	0.065	Decline
X2 Work-Life Balance -> Y2 Turnover Intention	0.243	0.045	Accept
Indirect effect			
X1 Perceived Organizational Support -> Y1 Job Satisfaction -> Y2 Turnover Intention	0.106	0.274	Decline
X2 Work-Life Balance -> Y1 Job Satisfaction -> Y2 Turnover Intention	0.046	0.343	Decline

Based on Table 5 the results of hypothesis testing using the bootstrapping method, it was found that:



The first hypothesis (H1) is accepted, namely Perceived Organizational Support has a positive and significant effect on Job Satisfaction with a path coefficient of 0.606 and p-value ($0.000 < 0.05$).

The second hypothesis (H2) is accepted, namely Work-life Balance has a positive and significant effect on Job Satisfaction with a path coefficient of 0.263 and p-value ($0.046 < 0.05$).

The third hypothesis (H3), was rejected, namely that Job Satisfaction had a positive but not significant effect on Turnover Intention with a path coefficient of 0.174 and p-value ($0.247 > 0.05$).

The fourth hypothesis (H4) is rejected, namely Perceived Organizational Support has a positive but not significant effect on Turnover Intention with a path coefficient of 0.388 and p-value ($0.065 > 0.05$).

The fifth hypothesis (H5) is accepted, namely Work-life Balance has a Positive and Significant effect on Turnover Intention with a path coefficient of 0.243 and p-value ($0.045 < 0.05$).

The sixth hypothesis (H6) is rejected, namely Perceived Organizational Support has a positive but not significant effect on Turnover Intention through Job Satisfaction with a path coefficient of 0.106 and p-value ($0.274 > 0.05$).

The seventh hypothesis (H7) is rejected, namely Work-life Balance has a positive but not significant effect on Turnover Intention through Job Satisfaction with a path coefficient of 0.046 and p-value ($0.343 > 0.05$).

PT ABB can increase employee job satisfaction by maintaining, retaining and nurturing Organizational Rewards or awards given by PT ABB, especially on indicators that the organization really cares about employee welfare. Meanwhile, to increase employee job satisfaction, PT ABB can improve and increase the value of fairness or justice, especially in the indicator that the organization appreciates the extra effort that employees have put in, so that employee job satisfaction at PT ABB can increase and become more optimal.

PT ABB can increase the job satisfaction of the organization's employees by maintaining, maintaining and nurturing Work Enhancement of Personal Life, especially employee behavior that can implement the skills obtained from the company in everyday life and can improve the quality of employees' personal lives. Meanwhile, to improve employee job satisfaction, organizations can improve and improve Personal Life Interference Work, especially on the involvement balance indicator, namely that companies need to pay attention to and reduce the workload that makes it difficult for employees to live their personal lives and help employees make work enjoyable even though there are many things that happen to employees' personal lives, thus employee job satisfaction at PT ABB can increase.

PT ABB can reduce employee turnover intention by maintaining, retaining and nurturing Work Enhancement of Personal Life, especially maintaining skills obtained from the company that can be implemented in daily life and employee work can improve the quality of personal life. Meanwhile, to improve employee Work Life Balance, organizations need to improve Personal Life Interference Work, especially on the involvement balance indicator, which means companies need to pay attention to and reduce the workload that makes it difficult for employees to live their personal lives and help employees make work enjoyable even though Many things happen to employees' personal lives, thus employee work life balance at PT ABB can increase and employee turnover decreases.

DISCUSSION

Based on the results of the research and discussions that have been carried out, it can be concluded that: Perceived Organizational Support has a positive and significant effect on job satisfaction. Which means, the better the employee's perception of organizational support for employees, the greater the job satisfaction. The research results are in line with research by Azis et al. (2019), Bilgin & Demirer (2012), Alcover et al. (2018), Donald et al. (2016), Dawley et al. (2010), Park et al. (2015), Blomme et al. (2010), Tumwesigye (2010), and Perryer et al. (2010), Daskin et al. (2015), Jaramillo et al. (2006), Ang et al. (2013), and Ibrahim et al. (2016). PT ABB can increase employee job satisfaction by maintaining, retaining and nurturing Organizational Rewards or awards given by PT ABB, especially on indicators that the organization really cares about employee welfare. Meanwhile, to increase employee job satisfaction, PT ABB can improve and increase the value of fairness or justice, especially in the indicator that the organization appreciates the extra effort that employees have put in, so that employee job satisfaction at PT ABB can increase and become more optimal.

Work life balance has a positive and significant influence on job satisfaction. Oosthuizen & Coetzee, (2016) showed that experiences of positive work-home interactions (balance) could be associated with higher levels of JS, and experiences of negative work-home interactions (imbalance) could be associated with lower levels of JS. Balcells-Balcells et al., (2019) show that job autonomy and supportive initiatives from superiors increase employee WLB, so increasing employee Work Life Balance will also increase employee Job Satisfaction.

PT ABB can increase the job satisfaction of the organization's employees by maintaining, maintaining and nurturing Work Enhancement of Personal Life, especially employee behavior that can implement the skills obtained from the company in everyday life and can improve the quality of employees' personal lives. Meanwhile, to improve employee job satisfaction, organizations can improve and improve Personal Life Interference Work, especially on the involvement balance indicator, namely that companies need to pay attention to and reduce the workload that makes it difficult for employees to live their personal lives and help employees make work enjoyable even though there are many things that happen to employees' personal lives, thus employee job satisfaction at PT ABB can increase. Job Satisfaction has a positive but not significant influence on intern turnover. These insignificant research results indicate that high job satisfaction does not necessarily cause low turnover intention, conversely low job dissatisfaction does not necessarily cause high turnover intention (Yuda & Ardana, 2017). Job satisfaction has no effect on turnover intention.

CONCLUSION

The results of the study found that Perceived Organizational Support had a positive and significant effect on Job satisfaction, Work-Life Balance had a positive and significant effect on Job Satisfaction, Work-Life Balance had a significant effect on Turnover Intention, Job Satisfaction had a positive but not significant effect on Turnover Intention, Perceived Organizational Support has a positive but not significant effect on Turnover Intention, Perceived Organizational Support has a Positive but Not Significant effect on Turnover Intention through Job Satisfaction. Work-Life Balance has a positive but not significant effect on Turnover Intention through Job Satisfaction. Company leaders are advised to increase Perceived Organizational Support and Work-Life Balance to increase Job Satisfaction which can affect Turnover Intention.

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