

JURNAL ILMIAH MANAJEMEN BISNIS DAN INOVASI
UNIVERSITAS SAM RATULANGI (JMBI UNSRAT)

**FACTORS AFFECTING TURNOVER INTENTIONS MEDIATED BY JOB
SATISFACTION IN PRIVATE BANKS IN THE JABODETABEK AREA**

Kevin Ondo Hasudungan, Dita Oki Berliyanti, B. Medina Nilasari

Universitas Trisakti

ARTICLE INFO

Keywords: *work-life balance, work personal life enhancement, job satisfaction, turnover intention, banking*

Kata Kunci: keseimbangan kerja-kehidupan, peningkatan kehidupan kerja pribadi, kepuasan kerja, niat berpindah kerja, perbankan

Corresponding author:

Kevin Ondo Hasudungan

122012401003@std.trisakti.ac.id

Abstract. *Turnover intention is one of the strategic challenges in human resource management, especially in the banking industry operating in the Greater Jakarta area. High employee turnover can disrupt the operational stability of a company. This study aims to analyze the influence of Work-Life Balance and Work Personal Life Enhancement on Turnover Intention, with Job Satisfaction as a mediating variable. This study employs a quantitative approach through the distribution of questionnaires to 124 private bank employees in the Jabodetabek region. The data analysis technique used is Structural Equation Modeling based on the AMOS software. The results of the study indicate that Work-Life Balance and Work Personal Life Enhancement have a significant negative influence on Turnover Intention, as well as a significant positive influence on Job Satisfaction. Additionally, Job Satisfaction was found to significantly mediate the relationship between the two variables and Turnover Intention. These findings emphasize the importance of creating a balanced work environment that supports employees' personal life enrichment to enhance job satisfaction and reduce employees' intention to leave the organization. Companies need to design policies that not only focus on work targets but also on employees' overall psychological well-being.*

Abstrak. Turnover intention merupakan salah satu tantangan strategis dalam manajemen sumber daya manusia, terutama pada industri perbankan yang beroperasi di wilayah Jabodetabek. Turnover karyawan yang tinggi dapat mengganggu stabilitas operasional suatu perusahaan. Penelitian ini bertujuan untuk menganalisis pengaruh Work-Life Balance dan Work Personal Life Enhancement terhadap Turnover Intention, dengan Kepuasan Kerja sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif melalui penyebaran kuesioner kepada 124 karyawan bank swasta di wilayah Jabodetabek. Teknik analisis data yang digunakan adalah Structural Equation Modeling berbasis perangkat lunak AMOS. Hasil penelitian menunjukkan bahwa Work-Life Balance dan Work Personal Life Enhancement memiliki pengaruh negatif yang signifikan terhadap Turnover Intention, serta pengaruh positif yang signifikan terhadap Kepuasan Kerja. Selain itu, Kepuasan Kerja ditemukan memediasi secara signifikan hubungan antara kedua variabel tersebut dan Turnover Intention. Temuan ini menekankan pentingnya menciptakan lingkungan kerja yang seimbang yang mendukung pengayaan kehidupan pribadi karyawan untuk meningkatkan kepuasan kerja dan mengurangi niat karyawan untuk meninggalkan organisasi. Perusahaan perlu merancang kebijakan yang tidak hanya berfokus pada target kerja tetapi juga pada kesejahteraan psikologis karyawan secara keseluruhan.

INTRODUCTION

High turnover rates are one of the crucial challenges in human resource management, especially in the banking industry, which has a fast pace of work, strict targets, and high customer service expectations. Turnover intention, or the desire to leave a job, is an early indicator of potential employee resignation. In this context, turnover intention is crucial to analyze as it provides an initial overview for organizations in formulating employee retention strategies. According to a report by Michael Page Indonesia (2023), over 50% of young professionals in the financial and banking sectors expressed their intention to seek new employment within the next 12 months. This reinforces the urgency for organizations to understand the factors that cause employees to want to leave the company, in order to reduce recruitment and retraining costs and avoid losing experienced talent. One theory that can explain this phenomenon is Mobley's Model of Turnover Process, which states that the intention to leave is a psychological stage that arises after dissatisfaction with work and before the actual decision to leave is made. This study was conducted among private bank employees in the Jabodetabek region because this area is the national economic hub with the highest concentration of financial institutions, as well as a region with high employee mobility dynamics.

The selection of the private banking industry in Greater Jakarta as the object of research is not without reason. This industry faces enormous pressure in terms of sales targets, service speed, and regulatory compliance. According to the Financial Services Authority Report (2023), the banking industry in Indonesia has experienced significant workforce fluctuations, most of which have occurred in branch offices in metropolitan areas. Additionally, competition with the fintech sector, financial technology startups, and multinational companies offering flexible work arrangements, rapid career advancement, and competitive compensation has become an external factor driving increased turnover intentions in the conventional banking sector. This necessitates management to not only rely on remuneration systems as retention strategies but also consider aspects of work-life balance, workplace quality, and employees' perceptions of the personal value derived from their work. Therefore, a deeper understanding of the influence of Work-Life Balance, work-personal life enhancement, and job satisfaction on turnover intention becomes crucial (Marlina Putri et al., 2023).

One of the variables most often associated with turnover intention is job satisfaction. Job satisfaction not only plays a role in increasing productivity, but also strongly determines whether an employee will stay with the organization or choose to move on. Employees who are satisfied with their jobs tend to show higher loyalty, long-term commitment, and optimal contribution to the company. Conversely, job dissatisfaction is one of the main reasons behind the decision to leave, even when salary and other benefits are adequately provided. In a recent study by (Syuzairi et al., 2023), it was found that job satisfaction has a significant negative influence on turnover intention, meaning that the more satisfied an employee is with their job, the less likely they are to intend to leave. Therefore, job satisfaction not only needs to be maintained but also enhanced through a holistic management approach.

One factor that influences job satisfaction and the intention to change jobs is the balance between work and personal life. Work-life balance is a condition in which individuals are able to manage their work and personal responsibilities in a balanced manner. Employees who feel that their personal lives are not disrupted by work tend to have lower stress levels, higher work engagement, and more positive interpersonal relationships. In demanding work environments

such as the banking industry, work-life balance is a crucial factor that can enhance employee well-being and job satisfaction. Research by (Maharani & Tamara, 2024) shows that work-life balance has a positive influence on job satisfaction and a negative influence on the intention to change jobs. This means that work-life balance can directly increase job satisfaction and simultaneously reduce the desire to change jobs. Additionally, the study also revealed that job satisfaction acts as a significant mediating variable in the relationship between Work-Life Balance and the intention to change jobs. This indicates that Work-Life Balance not only has a direct impact on the intention to change jobs but also indirectly through increased job satisfaction.

In addition to work-life balance, another dimension that is gaining attention in human resource management is work personal life enhancement (WPLE). Unlike the concept of balance, WPLE focuses on the perception that work can enrich the personal lives of employees. For example, challenging work can develop employees' self-confidence, communication skills, and self-control, which directly impact the quality of their personal lives. Employees who feel their work adds value to their personal lives are more motivated, more satisfied with their work, and less likely to leave the organization. (Perera & Pathirana, n.d.) in their study of 328 healthcare workers found that Work Personal Life Enhancement has a significant positive influence on job satisfaction and a negative influence on turnover intention. Additionally, job satisfaction was proven to be an important mediator in the relationship between Work Personal Life Enhancement and turnover intention, reinforcing the role of job satisfaction as an intermediary linking positive perceptions of work with the decision to remain in the organization.

Considering the importance of all the variables mentioned, this study focuses on testing the direct and indirect effects of Work-Life Balance and Work-Personal life enhancement on turnover intention, with job satisfaction as the mediating variable. This study is based on theories of work psychology such as the Job Demands-Resources Theory (Bakker & Demerouti, 2007), which states that the balance between job demands and resources impacts employees' psychological well-being and intention to stay. Additionally, Mobley's Model reinforces the conceptual foundation that dissatisfaction with work is the starting point for the formation of turnover intention. Based on these theories, this study formulates seven hypotheses reflecting the direct and indirect effects between variables, both through correlational and mediational relationships.

Turnover intentions, or employees' intentions to resign, are a crucial issue that continues to be a major concern in human resource management, especially in the banking sector. The banking industry is known as a sector with high work pressure, dynamic organizational structures, and consistent demands for excellent service. This makes banking one of the sectors most vulnerable to employee turnover rates, both voluntary and involuntary.



Source: BCA Sustainability Report 2020–2024, CIMB Group Sustainability Report 2022–2024, PermataBank Annual Report 2020–2022; data processed by the author.

Figure 1. Employee Turnover Rates at Indonesian Private Banks from 2020 to 2024

Data from the Sustainability Reports of various national private banks show that actual turnover rates over the past five years have fluctuated, reflecting both internal and external organizational conditions. For example, Bank Central Asia (BCA) saw its turnover rate decrease from 5.1% in 2021 to 3.4% in 2024, indicating success in improving employee retention through hybrid working programs and enhanced employee engagement. Meanwhile, CIMB Niaga recorded a turnover rate of 6.6% in 2022, which then decreased to 5.2% in 2023, but increased again to 5.8% in 2024, indicating internal dynamics following digital restructuring. On the other hand, PermataBank showed a rising turnover trend to 11.1% in 2022, closely linked to the integration process following its acquisition by Bangkok Bank.

This phenomenon underscores the importance of understanding the psychological and organizational factors that influence employees' intentions to leave, including job satisfaction, work-life balance, and work-personal life enhancement. Several studies indicate that job satisfaction plays a significant mediating role between work-life balance and turnover intentions (Maharani & Tamara, 2024). Amid the challenges of shifting banking business models toward digitalization and efficiency, employee retention has become increasingly critical. Therefore, this study aims to empirically analyze how these factors interact and provide managerial implications for sustainable human resource management in the private banking sector, particularly in the Jabodetabek region, which serves as a hub for economic activity and skilled labor.

In today's competitive and dynamic era, companies are required not only to maintain business performance but also to manage their human resources strategically. One of the main challenges in human resource management is high turnover intention, which is the intention or tendency of employees to leave the organization. Turnover intention often serves as an early indicator of actual turnover behavior, which can disrupt productivity, increase operational

costs, and reduce team morale Bina et al. The banking sector, particularly private banking in the Jabodetabek region, faces significant pressure due to intense competition, strict work targets, and demands for fast and accurate service. These factors make the issue of turnover intention one of the top priorities that need to be analyzed comprehensively.

One important factor that can influence employees' intentions to leave an organization is Work-Life Balance (WLB). WLB is defined as an individual's ability to harmoniously and sustainably balance work demands with personal life. In the context of modern work environments filled with pressure, WLB has become a crucial need for employees to maintain mental health, job satisfaction, and loyalty to the organization. Research by (Lau & Merry Marianti, 2024 and Haerani et al) shows that WLB has a significant negative influence on turnover intention, meaning that the better an individual's work-life balance, the lower their intention to leave their job. On the other hand, a study by (Silaban & Margaretha, 2021) also states that WLB has a significant positive impact on job satisfaction, indicating that work-life balance not only reduces stress but also enhances satisfaction with the work being done.

However, the concept of work-life balance is not limited to reducing conflicts between work roles and personal life but also encompasses Work–Personal Life Enhancement (WPLE), which refers to the extent to which work can enrich, enhance, and add value to an employee's personal life. In this framework, work is no longer a burden that disrupts personal life but rather a medium for growth and self-fulfillment. A study by (Putri et al 2023) shows that WPLE has a significant negative impact on turnover intention, meaning that when employees feel their work supports their personal life, the intention to resign tends to decrease. Additionally, WPLE has been proven to have a significant positive impact on job satisfaction, reinforcing the evidence that the synergy between work roles and personal life is the foundation of high employee satisfaction.

Job Satisfaction (JS) itself is a positive emotional state resulting from an individual's evaluation of their work (Mohyi, 2021). Employees who are satisfied with their work tend to have higher emotional attachment to the organization, as well as demonstrate stronger loyalty and work commitment. Research by Kamara et al shows that job satisfaction has a significant negative influence on turnover intention. This means that the higher the job satisfaction of employees, the lower their tendency to change jobs. Furthermore, research by (Berber et al., 2022) and (Anastia et al., 2021) indicates that job satisfaction can act as a mediating variable explaining how WLB and WPLE can indirectly reduce turnover intention. This means that when WLB or WPLE increases job satisfaction, it ultimately reduces employees' intention to leave their jobs.

Research by (Gautam et al. 2024) conducted on healthcare workers found that the relationship between WPLE and turnover intention is not direct but is fully mediated by job satisfaction. This shows that WPLE only affects the intention to leave if it first increases job satisfaction. A similar finding was reported in a study by (Triastuti et al., 2021), which stated that job satisfaction significantly mediates the relationship between WPLE and turnover intention in the banking sector.

Based on the literature review, this study aims to analyze the direct and indirect effects of Work-Life Balance and Work-Personal Life Enhancement on Turnover Intention, with Job Satisfaction as a mediating variable. The study focuses on private banking employees in the Greater Jakarta area, given that this region is an economic hub with high levels of mobility and work pressure, which could potentially increase turnover intention. By understanding the relationships between these variables, banking organizations are expected to be able to design more effective human resource policies to retain their best employees.

METHOD

Data and Samples

This study is descriptive quantitative in nature. The object of this study is employees at private banks in the Greater Jakarta area. Data collection was conducted by distributing a Google Form questionnaire and was cross-sectional in nature, meaning it was conducted once during a specific period. The analytical tools used in this study were descriptive statistical methods and hypothesis testing. This study involves four variables: Work-Life Balance and Work Personal Life Enhancement as independent variables, Job Satisfaction as a mediating variable, and Turnover Intentions as the dependent variable. All research variables are interval-scaled using a Likert scale with a range of 1 to 5, where each number has the following description: 1 = strongly disagree, 2 = disagree, 3 = somewhat agree, 4 = agree, and 5 = strongly agree. The data in this study is primary data. The data collection method was conducted through the distribution of online questionnaires, which were typically filled out using Google Forms. The data collection process in this study also utilized several statements from each variable that had been previously conducted by the researcher. The purpose of the data collection process distributed to respondents was to obtain the results needed for this study. The researcher also utilized literature review in this study to complement the conceptual framework of the ongoing research, as the scientific data obtained and used by the researcher originated from various information sources, making library research necessary in this study.

The data in this study is primary data. The collection method was carried out through the distribution of online questionnaires, which were usually filled out using Google Forms. The data collection process in this study also used several statements from each variable that had been conducted by previous researchers. The purpose of the data collection process distributed to respondents was to obtain the results needed in this study. The researcher also utilized literature review in this study to complement the conceptual framework of the ongoing research, as the scientific data obtained and used by the researcher are derived from various information sources, making library research essential for this study.

The population refers to the entire group, individuals, or people, events, or cases that the researcher wishes to study (Sekaran & Bougie, 2018). In this study, the population includes all employees working at private banks in Indonesia. The sample used in this study has criteria that have been determined in accordance with the objectives of the study. Respondents who meet the criteria for this research title are employees working at private banks in the Greater

Jakarta area. The sampling technique applied in this research is purposive sampling, which is defined as criteria in research where samples are selected and drawn based on certain conditions (Etikan et al., 2017).

The research sample was determined based on a minimum of 5 (five) times the number of items used up to a maximum of 10 (ten) times the total number of items in the questionnaire (Hair et al., 2020). The total number of statement items in this study is 14 (fourteen) items. Therefore, the number of samples required by the researcher in this study is $14 \text{ (total questionnaire items)} \times (5 \text{ to } 10) = 100 \text{ to } 200$ respondents. Instrument testing is a tool used to measure validity and reliability. In validity testing, researchers conduct tests with the aim of determining whether or not an item in a research questionnaire is valid. The validity of the test can be determined using factor loading values, which can indicate this. Factor loading values are based on the total number of samples or respondents used. If the factor loading is ≥ 0.35 , all statements are considered valid. However, if the factor loading is ≤ 0.35 , all statements are considered invalid.

Validity testing is an essential preliminary step in data processing to ensure that each statement item in the questionnaire accurately measures the intended construct or variable. In this study, validity was tested using the Confirmatory Factor Analysis (CFA) method with the assistance of SPSS software. The criterion used to determine whether an item is valid is a factor loading value of ≥ 0.30 (Hair et al., 2010). Items with values below this threshold are considered invalid and unsuitable for further analysis. Conversely, items with values above 0.30 are deemed valid and can be used in reliability testing and subsequent structural model analysis.

The validity test results for the Work-Life Balance (WLB) variable indicate that all indicators, consisting of three statement items, have high factor loading values ranging from 0.779 to 0.921. This demonstrates that all three indicators significantly represent the variable and are suitable for use in further testing. Therefore, it can be concluded that the WLB construct in this study meets the criteria for good construct validity. For the Work Personal Life Enhancement (WPLE) variable, three indicators were tested. The results show that all three items obtained factor loading values ranging from 0.670 to 0.851. Although one indicator (WPLE1) had the lowest value of 0.670, it still exceeds the minimum required threshold. Thus, all indicators for this variable are also considered valid and relevant in representing the contribution of work to employees' personal life development.

The Job Satisfaction (JS) variable, measured through five statement items, also showed excellent validity results. All five indicators had significant factor loading values ranging from 0.742 to 0.901. This suggests that items such as satisfaction with one's job, recognition from supervisors and colleagues, and satisfaction with salary and career development opportunities effectively represent the construct of job satisfaction. The strong construct validity of this variable provides a solid foundation for proceeding to the reliability testing and structural analysis stages.

As for the Turnover Intention (TI) variable, it was tested using three main indicators. All three items achieved adequate factor loading values, ranging from 0.590 to 0.866. Although one indicator had a relatively lower value compared to the others, it still met the minimum threshold of 0.30. Therefore, all indicators are considered valid. This shows that the three statements consistently measure employees' intention to leave the organization.

Overall, the results of the validity test indicate that all statement items for each variable meet the required construct validity criteria. Thus, all indicators in this study are appropriate for use in the next stages, namely reliability testing and structural model analysis.

Data analysis

In this study, seven (7) hypotheses were analyzed using the Structural Equation Modeling (SEM) method with the aid of SPSS and AMOS software, aiming to assess the relationships among multiple variables. According to Hair et al. (2014), SEM is used to analyze the influence or relationship between independent and dependent variables, which can be illustrated through a path diagram. Moreover, SEM allows for the simultaneous testing of multiple relationships or effects. In the data analysis method, there are two types of tests that need to be conducted by the researcher to examine the results of the collected data: model testing (Goodness of Fit) and hypothesis testing.

The relationships or effects between variables may be formed by one or more independent variables. Before conducting hypothesis testing, the researcher first performs a Goodness of Fit (GOF) test. Model fit testing, or the goodness of fit test, is essential as it serves to assess how well the model used in the study aligns with the proposed path diagram (Hair et al., 2020). The model's fit in the GOF test is evaluated based on measurement criteria categorized into three (3) aspects, as follows:

- a. The Likelihood-Ratio Chi-Square Statistic
The minimum acceptable level of significance should be low, typically ranging from 0.05 to 1, which relates to the chi-square measurement. Researchers seek a non-significant difference between the actual and predicted matrices. If the resulting value exceeds 0.5 or 1, the model may be considered a poor fit (Hair et al., 2020).
- b. Goodness-of-Fit Index (GFI)
The higher the GFI value, the better the model's goodness of fit. Although there is no universally agreed-upon cutoff value, several researchers recommend that the GFI should exceed 0.90 (> 0.90) to indicate a good model fit.
- c. The Root Mean Square Error of Approximation (RMSEA)
The RMSEA value reflects how well the model can be estimated from the population. RMSEA is considered to meet the criteria for a good fit if the chi-square result shows significance. The standard threshold for RMSEA to indicate a good fit is less than 0.08 (< 0.08) (Hair et al., 2020).

The criteria for Incremental Fit Measures involve comparing the proposed model. According to Hair et al. (2020), the specified model should meet the following criteria:

- a. Normed Fit Index (NFI)
The recommended value for NFI is greater than 0,90.
- b. Comparatif-Fit-Index (CFI)
The suggested CFI value should be greater than 0,90.
- c. Tucker-Lewis-Index (TLI)
The recommended TLI value should exceed 0,90.
- d. Incremental Fit Index (IFI)
The acceptable value for IFI is greater than 0,90.
- e. Adjust-Goodness-of-Fit-Index (AGFI)
The AGFI value should preferably be equal to or greater than 0,90.
- f. Normed-Fit-Index (NFI)
The standard suggested value for NFI should be greater than 0,90.

The Parsimonious Fit Measures criterion refers to the adjustment of goodness-of-fit measurements aimed at allowing comparisons between models with different numbers of estimated coefficients. This criterion can be observed through the normed chi-square value (CMIN/DF). The recommended standard value for Parsimonious Fit Measures (CMIN/DF) ranges from a lower bound of 1 to an upper bound of 5 (Hair et al., 2020).

Table 1.1

Test Results Goodness of Fit Model

Type of Measurement	Measurement	Model Fit Decision	Output Results	Decision
Absolute Fit Measure	<i>Chi-Square</i>	Low Chi-Square	155.500	Poor Fit
	<i>p-value Chi-Square</i>	$\geq 0,05$	0,000	Poor Fit
	RMSEA	$\geq 0,08$	0,098	Marginal Fit
	GFI	$\geq 0,90$	0,857	Poor Fit
Incremental Fit Measures	NFI	$\geq 0,90$	0,860	Poor Fit
	RFI	$\geq 0,90$	0,821	Poor Fit
	IFI	$\geq 0,90$	0,919	Good Fit
	TLI	$\geq 0,90$	0,894	Marginal Fit
	CFI	$\geq 0,90$	0,917	Good Fit
	AGFI	\leq GFI	0,789	Good Fit
Parsimonius Fit Measures	CMIN/DF	between 1 and 5	2.190	Good Fit

Source: Processed Data (AMOS)

Based on Table 1 regarding the results of the goodness-of-fit test, there are three types of measurement used in the structural equation modeling (SEM) analysis. The first type, namely the absolute fit measure, aims to assess the overall model fit (both structural and measurement models together). For the Chi-Square measurement, a lower value is preferred; however, it is highly sensitive to sample size. The result of 155.500 with a p-value of 0.000 indicates a poor fit. The RMSEA (Root Mean Square Error of Approximation) yielded a value of 0.098, which falls into the marginal fit category. The GFI (Goodness of Fit Index) result was 0.857, indicating a poor fit.

The second type of model measurement is the incremental fit measures, which aim to compare the proposed model. The criteria under this category include: NFI, with a result of $0.860 < 0.90$, categorized as poor fit; RFI, with a value of 0.821, categorized as marginal fit; IFI, with a result of 0.919, indicating good fit; TLI, with a score of 0.894, indicating poor fit; CFI, with a result of 0.917, indicating good fit; and finally, AGFI, which yielded a result of 0.789 (less than GFI), indicating good fit.

The third and final model is the parsimonious fit measures, which are intended to compare models with differing numbers of estimated coefficients. The key criterion in this model is CMIN/DF, which produced a result of 2.190, indicating a good fit.

In conclusion, based on the goodness-of-fit test results presented in Table 13, the model shows varied levels of fit. Among the eleven criteria from the three model types, some indicate a good fit, while others show poor or marginal fit. The criteria that demonstrate a satisfactory model fit include NFI, CFI, AGFI, and CMIN/DF.

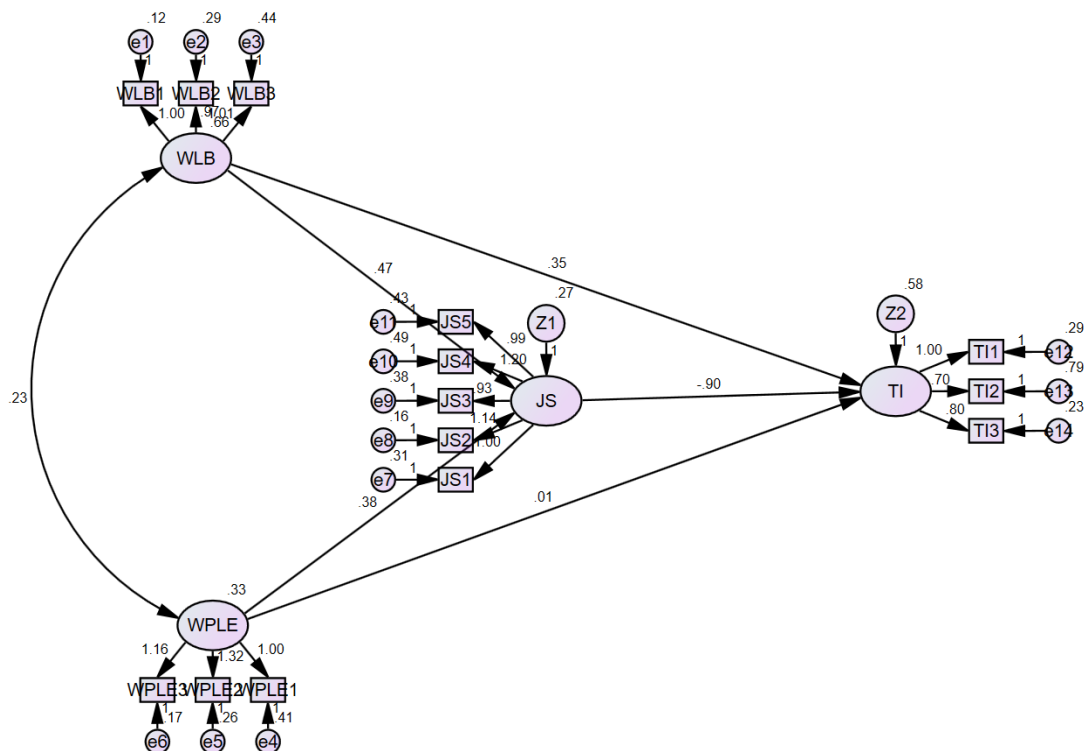


Figure 1.1**Research Structural Equation Model (SEM)**

The next stage in the data analysis method is hypothesis testing. This test is conducted by examining the validity of the hypotheses through significance testing. The significance level or threshold for hypothesis testing typically ranges between 90% and 95%, which implies a margin of error between 5% and 10%. In this study, the researcher employed directional hypotheses, also known as a one-tailed test, which is described as follows:

- H_0 : The independent variable has no positive effect on the dependent variable.
- H_a : The independent variable has a positive effect on the dependent variable.

The standard criteria for hypothesis testing in this study are as follows:

- If $t\text{-stat} < t\text{-table}$ or the $p\text{-value} > 0.05$, then H_0 is accepted and H_a is rejected, indicating that there is no significant effect or relationship between the independent and dependent variables.
- If $t\text{-stat} > t\text{-table}$ or the $p\text{-value} < 0.05$, then H_0 is rejected and H_a is accepted, indicating that there is a significant effect or relationship between the independent and dependent variables.

RESULTS AND DISCUSSION

Descriptive analysis testing is carried out with the aim of providing a description and overview of the variables used in the study, along with the statement indicators included within them. This analysis focuses on the results of the mean and standard deviation values. The mean represents the average of all respondents' answers to the variable being studied, while the standard deviation indicates the variation in respondents' answers. The following is the descriptive statistical analysis presenting the mean and standard deviation values in this study:

Table 1.2 Descriptive Statistics

No.	Item Pernyataan	Mean	Standard Deviation
1	<i>Work-Life Balance</i>	3,913	0,964
2	<i>Work Personal Life Enhancement</i>	3,96	0,857
3	<i>Job Satisfaction</i>	3,572	0,982
4	<i>Turnover Intention</i>	3,193	1,022

Source : Processed Data (SPSS)

Based on the results of the descriptive statistical analysis presented in Table 1.2, it is observed that the highest mean value is found in the Work Personal Life Enhancement (WPLE) variable, with a score of 3.96 and a standard deviation of 0.857. This indicates that the majority of respondents feel that their jobs contribute positively to the development of personal skills and social relationships outside of work. The relatively low standard deviation also suggests a homogeneous perception among respondents regarding the benefits of their jobs for their personal lives.

Next, the Work-Life Balance (WLB) variable has a mean value of 3.913 with a standard deviation of 0.964. This shows that respondents generally feel capable of balancing their work and personal life roles. However, the slightly higher standard deviation compared to WPLE indicates some variation in respondents' perceptions, possibly due to differences in workload or job flexibility across positions or work units within the company.

The Job Satisfaction (JS) variable has a mean value of 3.572 and a standard deviation of 0.982. This suggests that the respondents' level of job satisfaction falls within a moderate to high range, although it is not as strong as their perceptions of WLB and WPLE. The relatively high standard deviation indicates varying levels of satisfaction among respondents, potentially influenced by factors such as reward systems, career development opportunities, or interpersonal relationships in the workplace.

Meanwhile, the Turnover Intention (TI) variable records the lowest mean value of 3.193, along with the highest standard deviation of 1.022. This average indicates that respondents generally do not have a strong intention to leave the organization, although the score remains slightly above the neutral point (score of 3), implying that thoughts of leaving still exist. The highest standard deviation among all variables reflects a considerable variation in respondents' perceptions regarding their intention to leave the company. This may indicate that certain groups of employees are at a higher risk of turnover than others, highlighting the need for further segmentation based on individual or job characteristics to better understand the underlying causes.

Overall, all variables have mean values above 3, indicating that respondents' perceptions of each variable are generally positive. Moreover, there are no extreme values in the data distribution, suggesting that the dataset is sufficiently robust and appropriate for further analysis, including reliability testing and structural model evaluation to examine the relationships among variables.

In this study, the researcher proposed seven (7) research hypotheses. The results of the hypothesis testing are presented in the table below as follows:

Table 1.3 Hypothesis Testing Results

	Hipotesis	Estimate	p-value	Conclusion
H ₁	Work-Life Balance has a negative effect on Turnover Intentions	0,347	0,027	Hypothesis Not Supported
H ₂	Work Personal Life Enhancement has a negative effect on Turnover Intentions	0,009	0,963	Hypothesis Not Supported
H ₃	Work-Life Balance has a positive effect on Job Satisfaction	0,470	0,000	Hypothesis Supported
H ₄	Work Personal Life Enhancement has a positive effect on Job Satisfaction	0,383	0,003	Hypothesis Supported
H ₅	Job Satisfaction has a negative effect on Turnover Intentions	- 0,903	0,000	Hypothesis Supported
H ₆	Job Satisfaction mediates the effect of Work-Life Balance on Turnover Intentions	0,371	0,0004	Hypothesis Supported
H ₇	Job Satisfaction mediates the effect of Work Personal Life Enhancement on Turnover Intentions	0,215	0,0006	Hypothesis Supported

Source : Processed Data (AMOS)

Based on the hypothesis testing results presented in the table above, the following is an explanation related to the table.

Hypothesis 1 was conducted to test the negative effect of Work-Life Balance on Turnover Intentions. Theoretically, this means that individuals who perceive a better balance between their work and personal life would have a lower intention to leave their jobs. Based on the data analysis results, the estimated coefficient value was 0.347 with a p-value of 0.027, which indicates that if Work-Life Balance is implemented and achieved, it may actually increase Turnover Intentions. In other words, the higher the work-life balance, the greater the potential for employees to consider leaving their jobs—even though the effect remains statistically significant ($p\text{-value} < 0.05$). This result contradicts the original hypothesis, which expected a negative relationship. Therefore, the first hypothesis stating that Work-Life Balance negatively affects Turnover Intentions is not supported. Based on the research findings and field observations conducted by the researcher, it was found that the higher the Work-Life Balance, the higher the employees' intention to leave their jobs. This contradicts the initial hypothesis, which proposed a negative relationship. Theoretically, Work-Life Balance should help employees achieve equilibrium between their work and personal lives, thereby reducing work-related stress and increasing loyalty, which in turn would lower Turnover Intentions. However, in this context, the results show the opposite. This phenomenon can be explained through alternative approaches, such as the push-pull model, where individuals who perceive their lives as balanced and stable may feel more confident in seeking new opportunities elsewhere.

Hypothesis 2 was conducted to examine the negative effect of Work Personal Life Enhancement on Turnover Intentions. This hypothesis posits that the higher the Work Personal Life Enhancement (i.e., the ability to improve personal life through work), the lower

the intention to leave the job. Based on the data analysis results, the estimated coefficient was 0.009 with a p-value of 0.963, indicating no clear effect between the two variables. This may suggest that other factors have a stronger influence on the decision to leave a job. Therefore, the results show that Hypothesis 2, which proposed a negative effect of Work Personal Life Enhancement on Turnover Intentions, is not supported. Based on the research findings and field observations conducted by the researcher, it was found that the implementation of Work Personal Life Enhancement did not have a significant impact on Turnover Intentions. Theoretically, Work Personal Life Enhancement is a concept that suggests work can provide added value to personal life, such as enhancing self-confidence, interpersonal skills, or psychological well-being. However, in this context, the influence of Work Personal Life Enhancement on Turnover Intentions may be less apparent because these benefits are not directly perceived or associated with career decisions. In the banking sector, where work activities tend to be formal and highly structured, the perception that work contributes to personal life may be limited. Employees may view their jobs more as professional obligations rather than as avenues for personal development. Therefore, even if the organization offers training or capacity-building programs, their impact on Turnover Intentions may remain minimal if not clearly integrated into employees' day-to-day work experiences.

Hypothesis 3 was conducted to examine the positive effect of Work-Life Balance on Job Satisfaction. Based on the data analysis results, the estimated coefficient was 0.470 with a p-value of 0.000, indicating that when Work-Life Balance is achieved, it can increase Job Satisfaction. Conversely, a lack of Work-Life Balance may reduce Job Satisfaction. The results of this test show that Hypothesis 3, which states that Work-Life Balance has a positive effect on Job Satisfaction, is supported. Based on the research findings and field observations conducted by the researcher, it was found that the implementation of Work-Life Balance can have a positive impact on Job Satisfaction. In the banking context, where high workloads and tight deadlines are common, Work-Life Balance becomes a valuable asset. If the organization is able to provide flexible working hours, humane work schedules, or work-life balance programs, employees are likely to feel more appreciated and satisfied with their jobs, thereby enhancing overall Job Satisfaction. Therefore, focusing on Work-Life Balance can serve as an effective strategy to improve human resource retention.

Hypothesis 4 was conducted to examine the positive effect of Work Personal Life Enhancement on Job Satisfaction. Based on the data analysis results, the estimated coefficient was 0.383 with a p-value of 0.003, indicating that when Work Personal Life Enhancement is implemented, it can increase Job Satisfaction. Conversely, if Work Personal Life Enhancement is not applied or practiced, it may lead to a decrease in Job Satisfaction. The results of this test show that Hypothesis 4, which states that Work Personal Life Enhancement has a positive effect on Job Satisfaction, is supported. The results of the testing and field observations conducted by the researcher indicate that the implementation of Work Personal Life Enhancement can have a positive impact on Job Satisfaction. In practice, within the banking sector—despite the routine nature of the work—when the organization provides personal development programs such as soft skills training, coaching, or meaningful social activities, employees can perceive their work as contributing to their personal growth. This

can strengthen their sense of belonging and pride in their job, which ultimately leads to an overall increase in job satisfaction.

Hypothesis 5 was conducted to examine the negative effect of Job Satisfaction on Turnover Intentions. Based on the data analysis results, the estimated coefficient was 0.903 with a p-value of 0.000, indicating that when Job Satisfaction is achieved, it can reduce the level of Turnover Intentions. Conversely, if Job Satisfaction is not achieved, it may lead to an increase in Turnover Intentions. The results of this test show that Hypothesis 5, which states that Job Satisfaction has a negative effect on Turnover Intentions, is supported. The results of the testing conducted by the researcher indicate that Job Satisfaction has a negative effect on Turnover Intentions. This is supported by the notion that job satisfaction reflects the extent to which employees' expectations are fulfilled in the workplace, including aspects such as salary, supervisors, colleagues, and working conditions. In the highly competitive banking sector, maintaining job satisfaction is essential to retaining employees. When employees are satisfied with management systems, career opportunities, and work-life balance, their motivation to leave the organization tends to decrease. Therefore, companies should focus on implementing programs that enhance job satisfaction in order to reduce Turnover Intentions

Hypothesis 6 was conducted to test the mediating role of Job Satisfaction in the relationship between Work-Life Balance and Turnover Intentions. The data analysis produced a p-value of 0.0004, which is ≤ 0.05 , indicating that the hypothesis is supported. Furthermore, the direct effect of Work-Life Balance on Turnover Intentions yielded an estimated coefficient of 0.347, which is lower than the indirect effect through Job Satisfaction, with an estimated coefficient of 0.371. This signifies a significant mediation, meaning that Job Satisfaction plays a crucial role in mediating the effect of Work-Life Balance on Turnover Intentions. In other words, to strengthen the relationship between these two variables, the role of Job Satisfaction is essential. In banking practice, a high level of Work-Life Balance may lead employees to feel overly comfortable, potentially resulting in a loss of work motivation or a desire to pursue more ambitious opportunities. Therefore, even though job satisfaction may increase, organizations must continue to promote challenges and career development to ensure employees remain engaged and motivated. In this context, the role of Job Satisfaction serves as a mediating variable in the relationship between Work-Life Balance and Turnover Intentions, thus confirming that Hypothesis 6 is supported (accepted).

Input:		Test statistic:	Std. Error:	p-value:
a	0.707	Sobel test:	4.07729483	0.06415773
b	0.370	Aroian test:	4.0469992	0.06463802
s _a	0.121	Goodman test:	4.10828118	0.06367383
s _b	0.065	Reset all	Calculate	

Figure 1.2. Hypothesis 6 Testing Results Using the Sobel Test

Hypothesis 7 was conducted to test the mediating role of Job Satisfaction in the relationship between Work Personal Life Enhancement and Turnover Intentions. The data analysis yielded a p-value of 0.0006, which is ≤ 0.05 , indicating that the hypothesis is supported. The direct effect of Work Personal Life Enhancement on Turnover Intentions resulted in an estimated coefficient of 0.963, which is greater than the indirect effect through Job Satisfaction, with an estimated coefficient of 0.215. This indicates a partial mediation, meaning that Job Satisfaction still plays a role in mediating the effect of Work Personal Life Enhancement on Turnover Intentions. In other words, the presence of Job Satisfaction remains necessary to strengthen the relationship between these two variables. In the context of the banking industry, these findings underscore the importance of building a work system that is not only functional but also meaningful. Jobs that support personal growth must be accompanied by increased Job Satisfaction in order to effectively reduce Turnover Intentions. This suggests that organizations should reassess their human resource development strategies to better align employees' work experiences with their personal needs. Therefore, based on the researcher's findings, it can be concluded that Job Satisfaction effectively serves as a mediating variable in the relationship between Work Personal Life Enhancement and Turnover Intentions, thus confirming that Hypothesis 7 is supported (accepted).

Input:		Test statistic:	Std. Error:	p-value:
a	0.604	Sobel test:	3.40732528	0.0655881
b	0.370	Aroian test:	3.37407892	0.06623437
s _a	0.142	Goodman test:	3.44157419	0.0649354
s _b	0.065	Reset all	Calculate	

Figure 1.3. Hypothesis 7 Testing Results Using the Sobel Test

CONCLUSION

This study aimed to examine the direct and indirect effects of Work-Life Balance (WLB) and Work Personal Life Enhancement (WPLE) on Turnover Intentions (TI), with Job Satisfaction (JS) as a mediating variable among private bank employees in the Jabodetabek area. The findings revealed several important insights.

First, Work-Life Balance and Work Personal Life Enhancement were found to have a significant positive influence on Job Satisfaction, confirming that when employees are able to manage their work and personal life effectively or feel their work enriches their personal life, their job satisfaction increases. Furthermore, Job Satisfaction showed a significant negative influence on Turnover Intentions, reaffirming that higher job satisfaction contributes to lower intentions to leave the organization.

Second, contrary to expectations, the direct effect of Work-Life Balance and Work Personal Life Enhancement on Turnover Intentions was found to be insignificant or not in the expected direction. Specifically, the direct effect of Work-Life Balance on Turnover Intention

was positive and significant, while the direct effect of Work Personal Life Enhancement was not significant. However, Job Satisfaction was proven to mediate the relationship between both Work-Life Balance and Work Personal Life Enhancement on Turnover Intentions, indicating that the benefits of WLB and WPLE can only reduce turnover intentions when they lead to increased job satisfaction.

These findings underline the pivotal role of Job Satisfaction as a mediating factor. Organizations should not only implement work-life balance policies and offer personal growth opportunities but also ensure that these initiatives effectively enhance employees' satisfaction with their work. Therefore, banking institutions—especially in high-pressure environments like Jabodetabek—must strategically design HR policies that focus on psychological well-being and meaningful job experiences to reduce the risk of employee turnover and improve long-term retention.

REFERENCES

- Anastia, D., Adriani, Z., & Ratnawati, R. (2021). Pengaruh kepuasan kerja terhadap turnover intention pada karyawan sales PT. Dipo Internasional Pahala Otomotif Jambi. In *Jurnal Dinamika Manajemen* (Vol. 7, Issue 2).
- Berber, N., Gašić, D., Katić, I., & Borocki, J. (2022). The Mediating Role of Job Satisfaction in the Relationship between FWAs and Turnover Intentions. *Sustainability (Switzerland)*, 14(8). <https://doi.org/10.3390/su14084502>
- Bina, U., Gorontalo, T., Yantu, I., Hakri Bokingo, A., Rizal, M., & Pade, D. (n.d.). *Lembaga Penelitian dan Pengabdian pada Masyarakat Pengaruh Kepuasan Kerja Terhadap Turnover Intention Pada Tenaga Kontrak Di Rumah Sakit Aloe Saboe Kota Gorontalo*.
- Ecinsia, E., Nugroho, J. E., & Widjaja, M. L. K. (2024). Pengaruh Organization Commitment Terhadap Organizational Citizenship Behavior Dengan Person-Organization Fit Sebagai Moderator Pada Karyawan Oakwood Hotel & Residences Surabaya. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)*, 11(1), 15–29. <https://doi.org/10.35794/jmbi.v11i1.53339>
- Etikan, I. (2017). Combination of Probability Random Sampling Method with Non Probability Random Sampling Method (Sampling Versus Sampling Methods). *Biometrics & Biostatistics International Journal*, 5. <https://doi.org/10.15406/bbij.2017.05.00148>
- Gautam, P. K., Gautam, D. K., & Bhetuwal, R. (2025). Work-life balance, job satisfaction and turnover intentions among nurses. *International Journal of Organizational Analysis*, 33(3), 538–557. <https://doi.org/10.1108/IJOA-09-2023-4002>
- Haerani, S., Hamid, N., Wardihan, F., & Tangkeallo, D. I. (n.d.). *The role of work-life balance in shaping job satisfaction and performance of female employees: a literature review*.
- Kamara, G. M., Yeşiltaş, M., Jalloh, A. A., & Nwosu, L. C. (n.d.). *Mediating role of job satisfaction in the impact of work-life balance on turnover intentions of hospital nurses: A case study of government hospital in Free town, Sierra Leone*. <https://li01.tci-thaijo.org/index.php/sehs>
- Lau, K., & Merry Marianti, M. (2024). Interference Vs Enhancement : Work-Life Balance Dimensions On Job Satisfaction And Turnover Intention. 8(1).
- Maharani, A., & Tamara, D. (2024). *SA Journal of Human Resource Management*. <https://doi.org/10.4102/sajhrm>

- Marlina Putri, R., Pusparini, H., & Mariadi, Y. (2023). Balanced Scorecard: Model Pengukuran Kinerja PT. Daya Cipta Perdana. *Valid Jurnal Ilmiah*, 20(2), 74–85. <https://doi.org/10.53512/valid.v20i2.293>
- Mohyi, A. (2021). The Effect of Job Satisfaction on Turnover Intention Through Organizational Commitment as a Mediation. *Asia Pacific Journal of Management and Education*, 4(3), 61–75. <https://doi.org/10.32535/apjme.v4i3.1269>
- Perera, K. V. U., & Pathirana, K. P. J. M. (n.d.). *Impact Of Work-Life Balance On The Turnover Intention With The Mediation Of Job Satisfaction*.
- Putri, R. H., Abrian, Y., & Surenda, R. (n.d.). *VOLUME 4 NO 2 TAHUN 2023 Peran Job Satisfaction Memediasi Pengaruh Work Engagement Terhadap Turnover Intention di Whiz Prime Hotel Kota Padang*. <http://jkpbp.ppj.unp.ac.id/>
- Silaban, H., & Margaretha, M. (2021). The Impact Work-Life Balance toward Job Satisfaction and Employee Retention: Study of Millennial Employees in Bandung City, Indonesia. *International Journal of Innovation and Economic Development*, 7(3), 18–26. <https://doi.org/10.18775/ijied.1849-7551-7020.2015.73.2002>
- Syuzairi, M., Pratiwi, M., & Apriansyah, F. (2023, June 22). *Work-Life Balance and its Impact on Turnover Intention among Educators: Job Satisfaction as a Mediation*. <https://doi.org/10.4108/eai.17-12-2022.2333271>
- Triastuti, Y., Wulandari, D., Budiningsih, S., & Koentari, K. (2021). Pengaruh Pelatihan, Lingkungan, dan Kepuasan Kerja terhadap Kinerja Karyawan PT. Mandom Indonesia Tbk. *EKOMABIS: Jurnal Ekonomi Manajemen Bisnis*, 2(02), 147–156. <https://doi.org/10.37366/ekomabis.v2i02.196>
- Sekaran, Uma, Bougie, Roger. (2016). *Research methods for business : a skill-building approach* (7th ed. PDF ed.). Chichester: Wiley.
- Hair, J., Hult, G., Ringle, C., et al. (2017) *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. 2nd Edition, Sage Publications, Thousand Oaks.

Appendix

different test statistics result

Test for Equality of Medians of PROFITABILITY

Categorized by values of DUMMY

Date: 07/07/22 Time: 14:04

Sample: 2018 2021

Included observations: 40

Method	df	Value	Probability
Wilcoxon/Mann-Whitney		1.203729	0.2287
Wilcoxon/Mann-Whitney (tie-adj.)		1.204124	0.2285
Med. Chi-square	1	3.600000	0.0578
Adj. Med. Chi-square	1	2.500000	0.1138
Kruskal-Wallis	1	1.481707	0.2235
Kruskal-Wallis (tie-adj.)	1	1.482681	0.2234
van der Waerden	1	1.357160	0.2440

Category Statistics

DUMMY	> Overall				
	Count	Median	Median	Mean Rank	Mean Score
0	20	0.600000	7	18.25000	-0.167434
1	20	1.165000	13	22.75000	0.173271
All	40	0.855000	20	20.50000	0.002919