

INCREASE EMPLOYEE RETENTION: IMPACT WORK-LIFE BALANCE, MEANINGFUL WORK, AND JOB SATISFACTION TOWARDS TURNOVER INTENTION

Angelyn Kuancintami, Andreas Heryjanto

Universitas Bunda Mulia, Indonesia

Email : angelyнкуancintami99@gmail.com, andreasherry007@yahoo.com

KEYWORDS

work-life balance, meaningful work, job satisfaction, turnover intention

ABSTRACT

This study aims to examine the impact of work-life balance and meaningful work on turnover intention, with the mediating role of job satisfaction among employees at PT. Spectrum UniTec. The probability sampling technique with a simple random sampling approach was used to obtain 246 employee samples in PT. Spectrum UniTec Tangerang. Data were analyzed using the SEM-PLS method. This empirical study reveals that work-life balance, meaningful work, and job satisfaction have a significant negative impact on turnover intention. Meanwhile, work-life balance and meaningful work have a significant positive influence on job satisfaction. This empirical study also indicates that job satisfaction mediates the relationship between work-life balance and meaningful work on turnover intention. This study examines work-life balance, meaningful work as predictors of turnover intention, and confirms that job satisfaction is a mediating variable between meaningful work and work-life balance on turnover intention. Companies can pay attention to and create a work environment that supports employees' work-life balance, helps employees find meaning in their work, and enhances employee job satisfaction as efforts to reduce turnover intention. This research can enhance understanding of how factors like work-life balance, meaningful work, and job satisfaction interact and influence turnover intention.

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1. Introduction

The Great Resignation is a phenomenon where people have left their jobs since the beginning of the pandemic massively in several industrial fields (Tessema et al., 2022). After a long period of working from home, people began to realize and attach importance to the balance between work and personal life. This revolution in the world of work continues, according to the main findings of one of the consulting agencies on the global workforce, PwC's Global Workforce Hopes and Fears Survey, in which one in five workers plan to leave their jobs by 2022. Although the survey results

show that 71% of respondents mentioned that salary is still the main factor that encourages people to look for new jobs, it is not enough to retain workers, because non-physically visible factors related to the meaning of work are equally important, such as job fulfilment and the ability to be yourself while working (Ellerbeck & Seifert, 2022).

Deloitte said that while salary is the main factor driving Gen Z and millennials out of work, having a good work-life balance and learning/development opportunities are the highest priorities in choosing a place to work. In addition, the values espoused by Gen Z and millennials are also key. Nearly two in five respondents said they turned down a job or assignment offer because they didn't match their values. On the other hand, Gen Z and millennials who are satisfied with the social and environmental impact created by companies, as well as the company's efforts to create an inclusive and diverse culture, are more likely to stay longer than five years.

In Indonesia, according to the results of Michael Page Indonesia's survey, there was a significant increase in the number of resignations where 43% of survey respondents had only worked for less than 2 years in their old company. And 84% of respondents said they are looking for a new workplace for the next 6 months. 68% of survey respondents said they chose to attach importance to work-life balance, well-being and happiness compared to salary or promotion (Lim et al., 2022). Around 25% of respondents from Indonesia and Singapore said that one of the considerations for resigning was a mismatch with the company's vision and mission and work culture (Sadhya & Chakraborty, 2022).

This is also mentioned in a study conducted by (Charles-Leija et al., 2023) on recent undergraduate and postgraduate graduates, where it was found that individuals with high life goals tend to have the intention of leaving or looking for a bigger job if their work does not help in achieving their life goals. It is assumed that more attractive work will create happier employees, which can make workers do their jobs more diligently and even provide "additional skills" or perform activities outside of contractual obligations.

This problem is a challenge for the manufacturing industry to attract and retain its workers. According to kemenperin.go.id press release page, labor absorption in the manufacturing industry reached 1.2 million people in 2021, bringing the total number to 18.7 million people. This number increased by around 7% from the total workforce in 2020 which amounted to 17.48 million people. On the export side, the manufacturing industry also contributed the most in 2021. The value of manufacturing exports in the period contributed up to 76.49% of total national exports Ministry of Industry of the Republic of Indonesia, 2022.

Seeing the importance of the manufacturing industry sector in the economy in Indonesia, it is important to maintain and attract human resources interest in this sector. Some previous studies say employee turnover intention can be caused by several non-physical or intangible factors such as work-life balance (Talukder et al., 2018) meaningful work (Heath et al., 2022) (Sony & Mekoth, 2019), and job satisfaction (Alias et al., 2018)(Skelton et al., 2020).

Work-life balance reflects employee achievement in achieving balance between work, home life, and other roles in life (Soomro et al., 2018). Work-life balance involves prioritizing well between career and work ambitions, as well as happiness, leisure, family, and spiritual development on the other hand (Singh & Khanna, 2011). Employees can freely use flexible working time to obtain a balance between work or other commitments such as family, hobbies, art, and studies, without just focusing on their work (Frame & Hartog, 2003). Individuals who are able to manage commitments to work and family well, and are responsible for activities outside of work, then the individual has achieved work-life balance (Parkes & Langford, 2008).

Meaningful work is a feeling of meaning in work and the ability to create meaning in the work so that it can make an optimal contribution to the organization and is a work value or goal that is assessed based on individual ideals or standards (Steger et al., 2012) and an individual's understanding of the purpose of his work or the achievement believed to have been achieved

through his work, which is in line with what should be done (Rosso et al., 2010) (Siahaan & Gatari, 2020). (Steger et al., 2012) states that meaningful work for a person is formed by three aspects, namely: positive meaning in work (PM), meaning making through work (MM), greater good motivation (GG).

Job satisfaction is a positive feeling felt by employees regarding work results arising from the evaluation of their job characteristics (Robbins & Judge, 2013). According to (Widarjo et al., 2021), job satisfaction is a feeling about pleasant or unpleasant about work based on expectations with rewards given by agencies, feelings that can be seen from employees' good behavior towards work and all things experienced by the work environment (Handoko, 2016). An employee who loves what he does will show the best performance for the organization or company where he works. Conversely, if an employee does not love what he does, it will show poor performance.

Turnover intention is the thought of an employee to leave and be willing to find another job outside the organization (Jaharuddin & Zainol, 2019). When the intention of switching jobs becomes a reality, this is very expensive for organizations because of the costs associated with induction and training, development, maintenance, and retention of employees in an organization. Turnover is divided into two categories, namely voluntary (voluntary) and involuntary (involuntary). Voluntary turnover occurs when an employee voluntarily decides to leave his job, for example to move to another job. While unavoidable turnover occurs when employees leave the company due to health problems or a desire to return to continue education. Involuntary turnover is caused by a company's decision, for example a company expels employees because of poor performance or the company wants to change the management structure (Allan et al., 2019).

Based on the theory and some previous research, the conceptual framework is described as follows

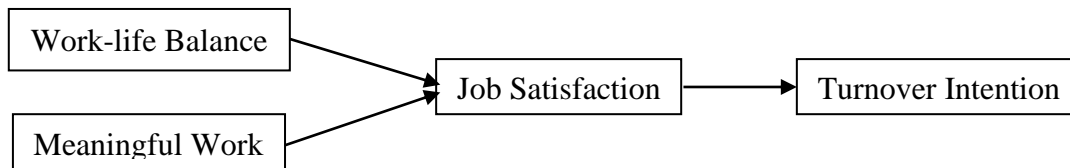


Figure 1 Conceptual Framework

This study aims to examine and analyze the effect of work-life balance and meaningful work on the turnover intention through job satisfaction as a mediating variable in PT. Spectrum UniTec Tangerang directly and indirectly. Based on the conceptual framework in Figure 1, the hypothesis in this study is as follows: H1: Work-life balance has a negative impact on turnover intention. H2: Meaningful work has a negative impact on turnover intention. H3: Work-life balance has a positive impact on job satisfaction. H4: Meaningful work has a positive impact on job satisfaction. H5: Job satisfaction has a negative impact on turnover intention. H6: Job satisfaction mediates the relationship between work-life balance and turnover intention. H7: Job satisfaction mediates the relationship between meaningful work and turnover intention.

2. Materials and Methods

This research is quantitative research using causal hypothesis testing, namely testing those concerns cause-and-effect relationships, where each hypothesis tested shows that independent variables can affect changes in the dependent variable. The data source used in this study is the primary data source. In this study, the primary data and the method to form samples in this study were taken using questionnaires. The sampling method used in this study is probability sampling with a simple random sampling approach. The research time dimension used is cross sectional. The number of samples used in this study was 246 respondents who were employees of PT. Spectrum UniTec in Tangerang taken in May-June 2023. The measurement scale of the variables Work-life Balance (X1), Meaningful Work (X2), Job Satisfaction (Y), and Turnover Intention (Z)

uses a four-point Likert scale, with scores from 1 to 4, in the following order: 1. Strongly Disagree (STS) 2. Disagree (TS) 3. Agree (S) 4. Strongly Agree (SS). The statistical analysis method used in this study is Partial Least Square-Structural Equation Modeling (PLS-SEM).

Table 1 Research Variables and Indicators

Variable	Dimension	Indicators	
<i>Work-life Balance</i> (McDonald & Bradley, 2005)	1. Time balance	1. There is a balance of time between work and family 2. There is a balance of time between work and social life 3. There is a balance of time between work and personal time	
	2. Involvement balance	1. The ability to engage with the work being carried out 2. The ability to be involved in the family 3. The ability to engage in social life	
	3. Satisfaction balance	1. A sense of satisfaction with the life lived 2. A sense of satisfaction with the current job 3. A sense of satisfaction with the role played in the family 4. A sense of satisfaction with personal life	
	<i>Meaningful work</i> (Steger et al., 2012)	1. Positive meaning in work (PM)	1. Have found a meaningful career 2. Understand how work contributes to life's meaning 3. Have a good sense of what makes job meaningful 4. Have discovered work that has a satisfying purpose
		2. Meaning making through work (MM)	1. View work as contributing to personal growth 2. Work helps me better understand myself 3. Work helps me make sense of the world around me
		3. Greater good motivation (GG)	1. My work makes a positive difference in the world 2. The work I do serves a greater purposes

Variable	Dimension	Indicators
Job Satisfaction (Hasibuan, 2022)	1. Like the job 2. Love the job 3. Work morale 4. Discipline 5. Work performance	1. A sense of pride in work 2. Love for work 3. Personal attitudes and emotional states 4. Observance of regulatory and structural work 5. Dedicated to the company
Turnover Intention (Roodt, 2004)	Unidimensional	1. Thinking of finding another job 2. Feeling frustrated to look for another opportunity 3. Thinking about leaving job 4. Thinking of accepting another job despite being compensated the same 5. Have a high level of continuing to find work in different industries 6. Feeling dissatisfied with the work being carried out at the moment.

3. Result and Discussion

The results of research, data management, and discussion are outlined in this chapter. To obtain the data, the authors distributed a questionnaire containing 30 statement items to respondents.

Respondents Profile

From the results of the distribution of questionnaires that have been recapitulated and processed, the following data are obtained which are the results related to the profile of respondents used in this study.

Table 2 Respondents Profile

	Demographics	Frequency	Percentage
Gender	Man	215	87%
	Woman	31	13%
Age	17-26 years old	86	35%
	27-42 years	134	54%
	43-58 years old	26	11%
Recent Education	High School / Vocational School	161	67%
	S1	65	26%
	D3	14	6%
	D1	3	1%
Status	Married	149	60.6%
	Unmarried	97	39.4%

Demographics		Frequency	Percentage
Having Children	Yes	133	54%
	No	113	46%
Working Time	Shift	160	65%
	Non-Shift	86	35%
Period of Service	6 months – 2 years	90	37%
	3 – 5 years	37	15%
	6 – 10 years	37	15%
	>10 years	82	33%

From the data above of the 246 respondents, 31 respondents were women (13%) and 215 people were men (87%). Furthermore, by age group, 86 respondents aged 17 to 26 years (35%), 134 respondents aged 27 to 42 years (54%), and 26 respondents aged 43 to 58 years (11%). The last education of most respondents was high school or equivalent as many as 164 respondents (67%). Furthermore, followed by 65 respondents with S1/D4 education level (26%), 14 respondents with D3 education level (6%), 3 respondents with D1 education level (1%). Based on status, most respondents are married as many as 149 respondents (60.6%). This was followed by 97 unmarried respondents (39.4%). A total of 133 respondents (54%) have had children and 113 respondents have no children (46%). In this survey, most of the respondents' jobs were employees with shift working hours of 160 people (65%). Furthermore, 86 respondents were non-shift employees (35%). Most respondents are employees with a working period of 6 months-2 years, namely 90 respondents (37%). Furthermore, 82 respondents with a working period of more than 10 years (33%), 37 respondents with a working period of 3-5 years (15%) and 37 respondents with a working period of 6-10 years (15%).

Validity and Reliability Test of Research Instruments

In this study, instrument test was carried out using validity and reliability methods on reflective model measurements. Reflective Measurement Model test is carried out to determine the feasibility of assumptions between latent variables (variables studied) against the indicators used in the study. An indicator is said to be valid if the loadings value on each indicator > 0.7 and the Average Variances Extracted (AVE) value > 0.5 . An indicator is said to be reliable if the Composite Reliability value > 0.7 and Cronbach's Alpha value > 0.7 (Hair et al., 2019).

Table 3 Outer Loading (Measurement Model)

Construct	Items	Loading Factor	CA	CR	AVE
<i>Work-life Balance</i>	WLB1	0.748	0.929	0.940	0.610
	WLB2	0.772			
	WLB3	0.799			
	WLB4	0.806			
	WLB5	0.775			
	WLB6	0.772			
	WLB7	0.754			
	WLB8	0.743			
	WLB9	0.817			
	WLB10	0.821			

Construct	Items	Loading Factor	CA	CR	AVE
<i>Meaningful Work</i>	MW1	0.785			
	MW2	0.824			
	MW3	0.776			
	MW4	0.776			
	MW5	0.749	0.917	0.931	0.600
	MW6	0.750			
	MW7	0.796			
	MW8	0.755			
	MW9	0.758			
<i>Job Satisfaction</i>	JS1	0.794			
	JS2	0.801			
	JS3	0.803	0.850	0.893	0.625
	JS4	0.784			
	JS5	0.770			
<i>Turnover Intention</i>	TI1	0.852			
	TI2	0.819			
	TI3	0.842			
	TI4	0.801	0.904	0.926	0.675
	TI5	0.813			
	TI6	0.803			

Based on table 3, all indicators of the variables work-life balance, meaningful work, job satisfaction and turnover intention have loadings values above 0.7. This proves that all indicators of some of these variables have met convergent validity that exceeds the criteria and can be concluded to be valid. In addition, all variables also have an Average Variances Extracted value of > 0.5 which indicates that all variables have met the Average Variances Extracted test requirements. All variables also show Cronbach's Alpha value greater than 0.7, thus all variables have qualified the Cronbach's Alpha test. Furthermore, all variables also show Composite Reliability value greater than 0.7, so that all variables have met the requirements of the Composite Reliability test. Thus, it can be concluded that all variables are valid and reliable.

In the next stage, a validity test is carried out with discriminant validity to determine the validity value of each variable against its indicators compared to other variables. The requirement for validity testing with discriminant validity is that the loadings value of the indicator against its variables is stronger than the loadings value of the indicator against other variables (Hair et al., 2019).

Table 4 Discriminant validity test (Cross loading)

	<i>Work-life Balance</i>	<i>Meaningful Work</i>	<i>Job Satisfaction</i>	<i>Turnover Intention</i>
WLB1	0.748	0.520	0.463	-0.375
WLB2	0.772	0.492	0.488	-0.470
WLB3	0.799	0.462	0.468	-0.376
WLB4	0.806	0.464	0.469	-0.376
WLB5	0.775	0.509	0.507	-0.358
WLB6	0.772	0.479	0.480	-0.410
WLB7	0.754	0.479	0.527	-0.315
WLB8	0.743	0.438	0.490	-0.366
WLB9	0.817	0.473	0.499	-0.415
WLB10	0.821	0.491	0.484	-0.357

	<i>Work-life Balance</i>	<i>Meaningful Work</i>	<i>Job Satisfaction</i>	<i>Turnover Intention</i>
MW1	0.495	0.785	0.461	-0.402
MW2	0.462	0.824	0.447	-0.404
MW3	0.431	0.776	0.366	-0.315
MW4	0.472	0.776	0.420	-0.452
MW5	0.396	0.749	0.371	-0.305
MW6	0.459	0.750	0.442	-0.337
MW7	0.465	0.796	0.444	-0.322
MW8	0.523	0.755	0.444	-0.320
MW9	0.564	0.758	0.444	-0.460
JS1	0.527	0.455	0.794	-0.429
JS2	0.521	0.475	0.801	-0.446
JS3	0.459	0.380	0.803	-0.357
JS4	0.487	0.449	0.784	-0.370
JS5	0.466	0.417	0.770	-0.316
TI1	-0.368	-0.374	-0.423	0.852
TI2	-0.356	-0.316	-0.365	0.819
TI3	-0.418	-0.394	-0.377	0.842
TI4	-0.464	-0.420	-0.460	0.801
TI5	-0.354	-0.367	-0.320	0.813
TI6	-0.432	-0.474	-0.440	0.803

Based on the results of the discriminant validity test in table 4, it was found that the cross loadings value of each indicator against its variables was stronger than the cross loadings value of each indicator against other variables so that it can be concluded that all indicators have met the requirements in the discriminant validity test. From this it can be concluded that the variables used are consistent.

Structural Model Analysis

The Structural Test consists of 4 tests, including: goodness of fit or Normal Fit Index (NFI), R-Square, F-Square and hypothesis testing.

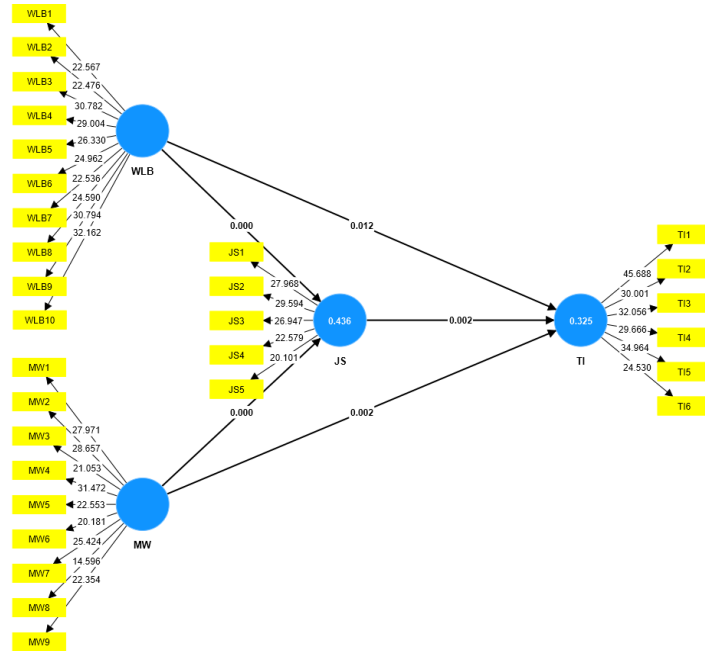


Figure 2 Inner Model

Goodness of fit testing is used to determine the feasibility of the model formed. If the Normed Fit Index value is between 0 and 1, the model is concluded to meet the model eligibility requirements.

Table 5 Goodness of Fit

Saturated Model	
NFI	0.805

Based on table 5, the Normed Fit Index shows a value of 0.805 which means that the value of the Normed Fit Index is between 0 and 1, so it can be concluded that the data used has met the requirements of goodness of fit.

R-Square is used to see the amount of contribution of several independent variables to the dependent variable.

Table 6 R-Square

	R-Square
<i>Job Satisfaction</i>	0.436
<i>Turnover Intention</i>	0.325

Based on table 6, it can be concluded that the R-Square value of the job satisfaction variable is 0.436 which means the ability of work-life balance and meaningful work in describing the job satisfaction variable of 43.6%, which means the model is classified as weak. While the R-Square value for the turnover intention variable is 0.325 which means the ability of work-life balance, meaningful work and job satisfaction in describing the variable turnover intention of 32.5%, which means the model is classified as weak.

F-Square testing is used to evaluate the goodness of the formed model. Effect size or F-Square values of 0.02 are considered small, 0.15 is considered medium and 0.35 is considered large. Meanwhile, if it is below 0.02, it can be ignored or considered to have no effect.

Table 7 F-Square

	JS	TI
<i>Work-life Balance</i>		0.047
<i>Meaningful Work</i>	0.081	0.043
<i>Job Satisfaction</i>	0.231	0.031

Based on table 7, all F-Square values have medium and small values. Meaningful work has a value of 0.081 so it has little effect on job satisfaction. Work-life balance has a value of 0.231 so it has a moderate effect on job satisfaction. Job satisfaction has a value of 0.047 and meaningful work has a value of 0.043 and work-life balance has a value of 0.031 so that all three have little effect on turnover intention.

Testing the value of the path coefficient is used to determine the value of the coefficient of each variable in directly influencing other variables. This test is done by looking at the significance value through t-statistics and p value to check the relationship between variables.

Table 8 Hypothesis Testing and Path Coefficients

Hipotesis	Original Sample	T-Statistik	p-value
WLB -> TI	-0.203	2.513	0.012
MW -> TI	-0.225	3.073	0.002
WLB -> JS	0.458	6.255	0.000
MW -> JS	0.272	3.836	0.000
JS -> TI	-0.238	3.100	0.002
WLB -> JS -> TI	-0.109	2.667	0.008
MW -> JS -> TI	-0.065	2.428	0.015

The results of the H1 test show that the p value for the effect of work-life balance on turnover intention is $0.012 < 0.05$ with the value of t statistics is 2.513 and a negative coefficient value of -0.203 which means that work-life balance has a negative and significant effect on turnover intention, so the hypothesis states that work-life balance negative and significant effect on turnover intention is accepted.

The results of the H2 test show that the p value for the effect of meaningful work on turnover intention is 0.002 with the value of t statistics is 3.073 and a negative coefficient value of -0.225 which means meaningful work has a negative and significant effect on turnover intention, so the hypothesis states that meaningful work negative and significant effect on turnover intention is accepted.

The results of the H3 test show the p value for the effect of work-life balance on job satisfaction is 0.000 with the value of t statistics is 6.255 and a positive coefficient value of 0.458 which means that work-life balance has a positive and significant effect on employee job satisfaction, so the hypothesis states that work-life balance positive and significant effect on job satisfaction is accepted.

The results of the H4 test show that the p value for the effect of meaningful work on job satisfaction is 0.000 with the value of t statistics is 3.836 and a positive coefficient value of 0.272 which means meaningful work has a positive and significant effect on job satisfaction, so the hypothesis states that meaningful work positive and significant effect on job satisfaction is accepted.

The results of the H5 test show that the p value for the effect of job satisfaction on turnover intention is 0.002 with the value of t statistics is 3.100 and a negative coefficient value of -0.238 which means job satisfaction has a negative and significant effect on turnover intention, so the hypothesis states that job satisfaction negative and significant effect on turnover intention is accepted.

The results of the H6 test show that the p value for the effect of work-life balance on turnover intention through job satisfaction is 0.008 with the value of t statistics is 2.667 and a negative coefficient value of -0.109 which means that work-life balance has a negative and significant effect on turnover intention through job satisfaction, so the hypothesis that job satisfaction mediates the effect of work-life balance on turnover intention is accepted.

The results of the H7 test show that the p value for the effect of meaningful work on turnover intention through job satisfaction is 0.015 with the value of t statistics is 2.428 and the negative coefficient value is -0.065 which means meaningful work has a negative and significant effect on turnover intention through job satisfaction, so the hypothesis that job satisfaction mediates the effect of meaningful work on turnover intention is accepted.

Discussion

The Effect of Work-life Balance on Turnover Intention

From the results of hypothesis testing that has been done, it is stated that the hypothesis that says work-life balance has a negative and significant effect on turnover intention is accepted. This is shown through a p value of 0.012 and a t statistics value of 2.513 which means that the hypothesis has a significant effect. A negative coefficient value of -0.203 means that the hypothesis has a negative effect. This means that employees with a good level of work, social and family life balance tend to have low turnover intention. A bad work-life balance can result in a person's low desire to stay at his job. A balance between workload and time available for family, vacation, and rest can increase pleasure, reduce fatigue and increase satisfaction in someone's personal life. This satisfaction can affect a person's attitude and behavior towards his job, including reducing the desire to quit his job. The results of this study are in line with the results of research conducted by (Yu et al., 2022) found that higher work-life balance can reduce the turnover intention rate. (Jaharuddin & Zainol, 2019) and (Purwatiningsih & Sawitri, 2021) concluded from the research conducted that there is a correlation between work-life balance and turnover intention or it can be said that the greater the level of work-life balance (WLB) felt by a person, the less likely they want to move to another job.

The Effect of Meaningful Work on Turnover Intention

From the results of hypothesis testing that has been done, it is stated that the hypothesis that says meaningful work has a negative and significant effect on turnover intention is accepted. This is shown through a p value of 0.002 and a t statistics value of 3.073 which means that the hypothesis has a significant effect. A negative coefficient value of -0.225 means that the hypothesis has a negative effect. This means someone who feels their work is meaningful or has a positive contribution to the company or the surrounding environment, such as colleagues of the employee who tend to feel more satisfied with their work so that they have a higher retention rate. Work that provides meaning, both in employee and company self-development can provide a sense of accomplishment, identity, and self-actualization for employees so that employees feel connected to work and the company where they work, thereby reducing the desire to quit their jobs. The results of this study are in line with the results of research conducted by (Siahaan & Gatari, 2020) (Heath et al., 2022) and (Charles-Leija et al., 2023), it was found that there is a negative relationship between meaningful work and turnover intention. These findings shows that people who feel their work is meaningful are more likely to feel fit into the organization and don't want to move away from their job or company.

The Effect of Work-life Balance on Job Satisfaction

From the results of hypothesis testing that has been done, it is stated that the hypothesis that says work-life balance has a positive and significant effect on job satisfaction is accepted. This is shown through a p value of 0.000 and a t statistics value of 6.255 which means that the hypothesis has a significant effect. A positive coefficient value of 0.458 means that the hypothesis has a

positive effect. This means that employees with a good level of balance in personal life tend to be more excited and experience less stress. This allows employees to be more focused and productive and satisfied with their work because employees with enough time for themselves, family, friends, and hobbies tend to feel happier and healthier. Such conditions also contribute to employee job satisfaction. The results of this study are in line with the results of research conducted by (Talukder et al., 2018), (Irawanto, 2017) and (Silaban & Margaretha, 2021) stated that work-life balance has a significant positive effect on job satisfaction. (Susanto et al., 2022) also said that with a higher work-life balance will increase employee job satisfaction.

Influence Meaningful Work Towards Job Satisfaction

From the results of hypothesis testing that has been done, it is stated that the hypothesis that says meaningful work has a positive and significant effect on job satisfaction is accepted. This is shown through a p value of 0.000 and a t statistics value of 3.836 which means that the hypothesis has a significant effect. A positive coefficient value of 0.272 means that the hypothesis has a positive effect. It reveals that meaningful work can make employees feel happy and fulfilled by the activities and responsibilities that have been carried out, this can provide satisfaction in employees because it is related to personal achievement and growth, identity, self-value, and life goals of employees. The results of this study are in line with the results of research from (Sony & Mekoth, 2019), (Budiarto, 2021) and (Akar, 2020), saying that meaningful work has a positive and significant effect on job satisfaction. (Allan et al., 2016) in (Tan et al., 2019) said these positive results are related to a meaningful work environment where individuals who feel their work is meaningful always show higher enthusiasm in work, achieve greater job satisfaction, display higher productivity, feel better teamwork, and provide superior work performance.

Influence Job Satisfaction Towards Turnover Intention

From the results of hypothesis testing that has been done, it is stated that the hypothesis that says job satisfaction has a negative and significant effect on turnover intention is accepted. This is shown through a p value of 0.002 and a t statistics value of 3.100 which means that the hypothesis has a significant effect. A negative coefficient value of -0.238 means that the hypothesis has a negative effect. This means that employees who are satisfied with their work will have loyalty, attachment, and a high sense of responsibility to the company and will be more likely to persevere or find ways to overcome challenges that arise in the job than to decide to quit their jobs. Employees who are satisfied with their jobs are usually more motivated to achieve organizational goals, which can reduce the desire to look elsewhere or other job opportunities. The results of this study are in line with the results of research conducted by (Skelton et al., 2020) and (Alias et al., 2018) said job satisfaction was proven to have a significant negative influence on employee turnover intention in the manufacturing industry. This is also in line with research by (Kumara & Fasana, 2018), (Sangadji, E.M., 2013), and (Elian et al., 2020) that higher job satisfaction rates are associated with lower turnover intention rates.

Influence Work-life Balance Towards Turnover Intention Through Job Satisfaction

From the results of hypothesis testing that has been done, it is stated that the hypothesis that says job satisfaction mediates the effect of work-life balance on turnover intention is accepted. This is shown through a p value of 0.008 and a t statistics value of 2.667 which means that the hypothesis has a significant effect. A negative coefficient value of -0.109 means that the hypothesis has a negative effect. This reveals that a good work-life balance can increase employee satisfaction with their work. This satisfaction can contribute to high and low employee turnover intention rates, where employees who are satisfied with their quality of life and overall work conditions can reduce employee intention to change jobs. Unbalanced work and personal life demands tend to trigger stress, burnout, and job dissatisfaction, which can eventually increase employees' desire to seek other job opportunities or move from where they work. The results of this study are in line with the results of research conducted by (Lebang & Ardiyanti, 2021) which said that job

satisfaction has an important role as a mediator between work-life balance and turnover intention. In (Malik & Nadeem, 2021) and (Verdana & Satrya, 2022) research, it is also said that job satisfaction is proven to be a mediator between work-life balance and turnover intention.

Influence Meaningful Work towards Turnover Intention Through Job Satisfaction

From the results of hypothesis testing that has been done, it is stated that the hypothesis that says job satisfaction mediates the effect of meaningful work on turnover intention is accepted. This is shown through a p value of 0.015 and a statistical t value of 2.428 which means that the hypothesis has a significant effect. A negative coefficient value of -0.065 means that the hypothesis has a negative effect. It reveals that meaningful work for employees makes employees feel emotionally fulfilled, satisfied with the contributions made, and tied to the company's goals and values. Employees who are satisfied with the meaning found in work tend to feel emotionally attached to the work at hand and satisfied with the contribution made. This job satisfaction can reduce the desire to change jobs. The results of this study are in line with the results of a literature review of (Allan et al., 2019) which states that job satisfaction has an indirect effect or mediates the relationship between meaningful work and withdrawal intention. Research conducted by (Allan et al., 2019) does not directly mention the relationship between withdrawal intention and turnover intention, but (Carmeli, 2005) states that withdrawal intention is the initial stage before entering the turnover intention stage, which is the final stage before turnover or quitting. So, there is a relationship between withdrawal intention and turnover intention.

4. Conclusion

Companies must pay attention to and create a work environment that supports work-life balance for employees. Pay attention to the workload given, increase work flexibility, and provide welfare programs that can help reduce turnover intention and increase job satisfaction. By creating a balanced work environment, companies can reduce costs and losses associated with employee turnover as well as increase employee satisfaction and performance that can have an impact on the overall performance of the company. Companies must ensure that the existing work environment can make employees find meaning in the work undertaken. This can be achieved by ensuring the company's goals are valued and understood by all employees, providing recognition and appreciation for employees' work, and ensuring that company values align with employees' individual values. Companies need to increase employee job satisfaction as an effort to reduce turnover intention. Creating a supportive work environment, recognizing employee achievements, providing development and promotion opportunities, and paying attention to employee needs and desires can help increase job satisfaction and ultimately reduce turnover rates in the organization.

5. References

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