



Journal of Applied Management Research

The Effect of Work from Home and Work-Life Balance on Turnover Intention Mediated by Job Satisfaction

Ema Yu'aina Korompot¹, Netania Emilisa², Siti Sofuah³

^{1,2,3}Faculty of Economics, Trisakti University, Jakarta, Indonesia

ARTICLE INFO

Received: 28 February 2023
Revised: 13 March 2023
Accepted: 20 May 2023

Keywords:

Job Satisfaction, Turnover Intention, Work from Home, Work-Life Balance

* Corresponding author.

E-mail address:

ema022001901278@std.trisakti.ac.id
(E. Y. Korompot).

ABSTRACT

This study aims to analyze the Effect of Work from Home and Work-Life Balance on Turnover Intention mediated by Job Satisfaction in Property Industry employees in South Jakarta. This study used a quantitative method with a total of 201 employees using purposive sampling. Hypothesis testing was carried out using the structural equation model (SEM) method with the help of AMOS software. Based on the results of hypothesis testing, it is known that Work from Home has a positive effect on Job Satisfaction, Work-Life Balance has a negative effect on Job Satisfaction, and Job Satisfaction has a positive effect on Turnover Intention. The conclusion, of the research, is to reduce Turnover Intention for employees, it is necessary to reduce pressure on employees by providing career paths, providing benefits according to performance, and holding holiday activity programs for employees. To improve Work-Life Balance, company employees can arrange working hours and holidays and balance time with family and work.

Published by LPPM Usahid

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1. INTRODUCTION

Coronavirus or COVID-19 first appeared in December 2019 in Wuhan. The impact of this outbreak is affecting jobs, the economy, and personal lives globally. The effects of this virus have caused a decline in consumer interest in the property industry and resulted in the downsizing of employees. However, with the passage of time, the COVID-19 that has been handled by the government has gradually improved and decreased. Today, the business world is very competitive. Of course, in order for the company to operate normally, financial capital is not sufficient, capable and qualified human resources are needed to manage company activities (Kusnaeni & Sukamdani, 2021; Mutia et al., 2021). Employees as human resource assets in the company to achieve organizational goals need to be managed properly in order to make a positive contribution to the progress of the organization.

The current situation shows that good human resource management techniques are needed within a company in order to achieve the company's business continuity (Anggraito & Amboningtyas, 2017). Companies play an important role in managing employees to prevent employees from wanting to change jobs and leave the company (Kardiawan, 2018; Amalia et al., 2021). In previous studies, it was stated that half of the hotel industry employees would not return unless wages, benefits, and the work environment were improved (Dean, 2021; Mutia et al., 2021). During the Covid-19 pandemic, various problems related to human resources arose. One of the serious problems concerning the company's human resources is Turnover Intention. Turnover intention that occurs in companies is not new, because there are certainly many

employees who have the desire to move jobs in almost every company. The occurrence of Turnover Intention is certainly something that is not wanted by the company. However, Turnover Intention is now becoming more complex. Therefore, understanding Turnover Intention is needed as early as possible, so that companies can implement preventive actions (Agustina & Sukwika, 2021; Ahmadi & Hardiyanto, 2021).

Turnover Intention should not be underestimated by the company. Therefore, companies must pay attention to the welfare of their employees, one of which is by increasing employee Job Satisfaction (Sulistiyowati, 2019; Prasetyo et al., 2023). Job Satisfaction is one of the reasons for someone to stay in an organization or company that is being occupied, when someone feels dissatisfied with what the company has provided, it can cause someone to want to move to another company (Robbani et al., 2021); Rismayanti & Nugroho, 2022). To increase employee satisfaction with their work during a pandemic, companies can implement a Work from Home policy which has many advantages and increases employee happiness and Job Satisfaction (Kazekami, 2020).

Work From Home or telecommuting which is recommended by the World Health Organization is implemented by governments and companies around the world as a new work innovation to prevent the spread of the virus as well as a solution so that work can be carried out as usual. Work from Home is one of the concepts of remote working or working remotely, since the 1970s. Thus, it is nothing new in the world of work as an effort to reduce the problem of traffic jams and office trips. Work From Home improves work performance, reduces work imbalance, reduces stress levels, and reduces Turnover Intention. Doing Work from Home helps balance Work-Life for employees, helps companies get work done, and minimizes the risk of transmission of the covid-19 virus (Mandasari & Asmanita, 2022). These benefits lead to employee loyalty, commitment, Job Satisfaction, and Work-Life Balance (Irawanto 2021; Rismayanti & Nugroho 2022).

Work-Life Balance affects employees who carry out Work from Home (Rismayanti & Nugroho 2022). Work-Life Balance is related to choosing a healthy work environment, Work-Life Balance is related to maintaining a balance between personal life and Work-Life. Managing time for work, family, health, vacations, etc. leads to a balanced life. An employee who has Work-Life Balance can carry out responsibilities at work and outside of work and remain satisfied with the results in both roles. Companies must provide an effective Work-Life Balance policy to provide opportunities for their employees to maintain social contact with the community and family to increase productivity (Irawanto 2021; Rismayanti & Nugroho 2022).

2. RESEARCH METHODS

The sampling method used is non-probability sampling, in which elements in the population do not have any inherent probability of being selected as sample subjects. In taking the sample using a purposive sampling technique, which is a sampling technique based on considerations and criteria that are relevant to the research objectives (Sekaran and Bougie, 2016).

Job satisfaction shows the level of employee satisfaction with their work. Employee job satisfaction is closely related to his psychological condition and emotional state resulting from experience. While working remotely can increase job satisfaction by increasing organizational commitment and the quality of relationships with leaders and reducing conflict at work (Allen et al., 2015). Therefore, the unplanned transition from Work from Home caused by Covid-19 can increase the positive effect on job satisfaction. However, previous research on the effect of Work From Home on job satisfaction provided mixed findings, such as a decrease in the quality of relationships with colleagues (Allen et al., 2015; Ahmadi & Hardiyanto, 2021). Job satisfaction has a significant effect on social contact at work (Bulinska-Stangrecka, 2021). As a result, due to social distancing and Work From Home regulations during the COVID-19 pandemic, social isolation can have an impact on job satisfaction. To withstand the impact of the COVID-19 pandemic on human activities and the spread of Covid-19, several companies have completely switched to remote work or employees are working from home (Atmariyani et al., 2022). As a result, communication in these companies has been completely disrupted to digital devices.

Several previous studies have shown that there is a positive effect of Work From Home on job satisfaction. This shows that the level of employee satisfaction with their work and positive emotional states from previous experiences can increase employee satisfaction (Bulinska-Stangrecka, 2021; Prasetyo et al., 2023; Gustiranda et al., 2023). While working remotely can increase job satisfaction by increasing organizational commitment and the quality of relationships with leaders and reducing conflict at work (Allen et al., 2015). Therefore, Work From Home caused by the Covid-19 pandemic can increase the positive effect on job satisfaction. Based on the theoretical review and previous research findings, the following hypothesis is proposed:

H1: Work from Home has a positive effect on Job Satisfaction.

Several previous studies have shown that there is a negative effect of Work-Life Balance on Job Satisfaction. This shows that employees feel more satisfied with their jobs and families when they enjoy the benefits of the work-life balance program provided by the organization. Ueda (2012); Rismayanti & Nugroho (2022) argue that Work-Life balance programs have different effects on male and female employees. Male employees are satisfied with all three measures such as job, Work-Life balance program, and employer. But female employees have a significant influence on organizational satisfaction. The Work-Life Balance program has a greater effect on employees who have higher salaries than those with lower salaries. Based on the theoretical review and previous research findings, the following hypothesis is proposed:

H2: Work-Life Balance has a negative effect on Job Satisfaction.

Several previous studies have shown that there is a positive effect of Job Satisfaction on Turnover Intention. This shows that high job satisfaction can reduce the level of employee desire to leave his job. Low job satisfaction is one of the main factors for employees wanting to leave, whereas high job satisfaction and positive organizations can retain employees (Jyoti, 2013). Employee job satisfaction has a very important meaning for the company. Satisfied employees will of course stay in the company and be able to work productively. Based on the theoretical review and previous research findings, the following hypothesis is proposed:

H3: Job Satisfaction has a positive effect on Turnover Intention.

Many previous studies have shown that there is a negative effect of Work From Home on Turnover Intention. This shows that employees who work from home will certainly experience prolonged stress and the time spent working from home will be longer due to the large amount of work that must be completed, thereby reducing time for activities with family. This condition can lead to conflict at work, which is a form of conflict that arises from excessive workload at home and has a negative impact (Mäkelä & Suutari, 2011). Based on the theoretical review and previous research findings, the following hypothesis is proposed:

H4: Work From Home has a negative effect on Turnover Intention.

Some previous studies have shown that there is a positive effect of Work-Life Balance on Turnover Intention. This suggests that an unbalanced work and family life caused by an increased workload can lead to higher levels of stress. Work-Life balance policies have been proven to reduce absenteeism and have a positive impact on employee productivity and turnover intentions. Darcy et al. (2012) have explained the importance for companies to implement a Work-Life balance program. Companies that provide such benefits appear to understand the relationship between greater Work-Life balance and skilled workforce retention, and its effect on organizational commitment and firm profitability (Chemirmir et al., 2018). Based on the theoretical review and previous research findings, the following hypothesis is proposed:

H5: Work-Life Balance has a positive effect on Turnover Intention.

Several previous studies have shown that Work From Home or telecommuting has a positive effect on job satisfaction (Mullins, 2021), and job satisfaction can mediate the effect of Work From Home on turnover intention (Azar, 2018). Based on the theoretical review and previous research findings, the following hypothesis is proposed:

H6: Work From Home influences Turnover Intention by mediating Job Satisfaction.

Many previous studies have shown that there is a significant effect of Work-Life balance on turnover intention by mediating job satisfaction (Fiernaningsih et al., 2019). Based on the theoretical review and previous research findings, the following hypothesis is proposed:

H7: Work-Life Balance influences Turnover Intention by mediating Job Satisfaction.

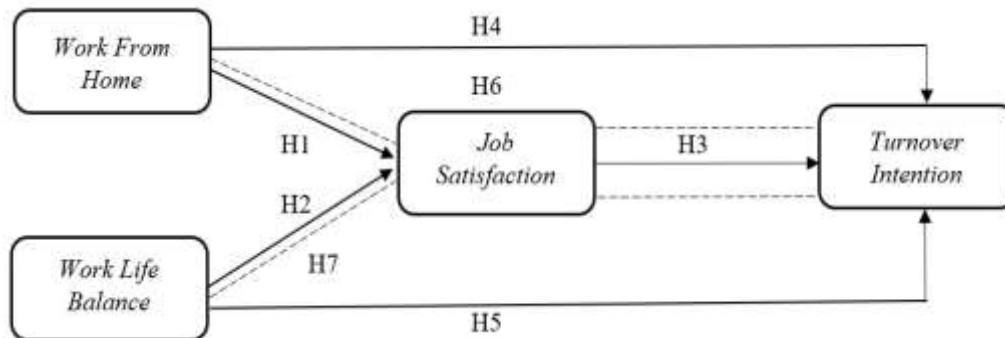


Fig. 1. Conceptual Framework (Irawanto, 2021; McCartney et al., 2022)

3. RESULTS AND DISCUSSIONS

Respondents consisted of 94 male employees and 107 female employees from the Human Resources Division and the Administration Division. The majority of employees have undergraduate education backgrounds, namely 143 people, 36 people with diploma education, and 22 people with master education. Companies often recruit employees with undergraduate or master's educational backgrounds so that they have more competence in carrying out their duties.

Employees aged 18-27 years dominate, namely 139 people, employees aged 28-41 years as many as 60 people, and employees aged over 42 years as many as 2 people. Most of the employees had 4-5 years of working period, namely 79 people, 54 employees with 2-3 years of working period, 36 employees with 1 year of working period, and 32 employees with more than 6 years of working period.

Table 1. Characteristics of Respondents

Gender	Frequency	Percentage
Male	94	46.8
Female	107	53.2
Total	201	100

Education	Frequency	Percentage
Diploma	36	17.9
Bachelor	143	71.1
Master	22	10.9
Total	201	100

Age	Frequency	Percentage
18-27 years	139	69.2
28-41 years	60	29.9
42-57 years	2	1.0
Total	201	100

Working Period	Frequency	Percentage
1 year	36	17.9
1-3 years	54	26.9
4-5 years	79	39.3
>6 years	32	15.9
Total	201	100

Validity Test

The validity test was carried out to determine whether the questionnaire was valid. The variable is declared valid if the question items on the questionnaire can explain something that will be measured by the questionnaire (Sekaran & Bougie, 2016). This research uses a content validity test which relates to the extent to which the measurement scale of the instrument represents the overall characteristics of the content being measured in the research. Validity testing aims to determine the correlation of each indicator to the total score. The test method used in this study is the Pearson Product Moment correlation.

Table 2. Validity Test

No	<i>Work From Home</i>	<i>Factor Loading</i>	<i>Decision</i>
1.	I am very productive while working from home.	0.899	Valid
2.	I feel my work quality while working from home is better.	0.869	Valid
3.	Personal working from home has been very profitable for me.	0.839	Valid
4.	Working from home motivates me to do better.	0.904	Valid
5.	I have enough technical knowledge to get the job done while working from home.	0.902	Valid
6.	I have sufficient expertise in carrying out work while working from home.	0.904	Valid
7.	I have clear work targets while working from home.	0.903	Valid
8.	My boss is concerned about my health while working from home.	0.837	Valid
9.	I receive technical assistance from my workplace in completing work while working from home.	0.805	Valid
10	I can concentrate on getting work done even when there are distractions from family members while working at home.	0.842	Valid

No	<i>Work-Life Balance</i>	<i>Factor Loading</i>	<i>Decision</i>
1.	My personal life has become unpleasant because of work.	0.760	Valid
2.	My job makes my personal life difficult.	0.762	Valid
3.	I neglect personal needs because of work.	0.718	Valid
4.	I put off work to enjoy my private time while working from home.	0.603	Valid
5.	I prioritize work over personal needs.	0.669	Valid
6.	I try to distinguish between work and not work.	0.608	Valid
7.	Most of the time, I prefer to work from home rather than engage in personal interests.	0.730	Valid
8.	I'm too tired to work from home.	0.667	Valid
9.	My work is being disrupted because of my personal life while working from home.	0.679	Valid

No	<i>Job Satisfaction</i>	<i>Factor Loading</i>	<i>Decision</i>
1.	Overall, I am quite satisfied with my work.	0.657	Valid
2.	I do not intend to work for another company.	0.688	Valid
3.	I love my job.	0.626	Valid
4.	There's nothing I don't like about my job.	0.698	Valid
5.	I like my job more than other company employees.	0.777	Valid
6.	I consider this company as my first choice.	0.746	Valid

No	<i>Turnover Intention</i>	<i>Factor Loading</i>	<i>Decision</i>
1.	I intend to find another job.	0.885	Valid
2.	I intend to quit my current job.	0.878	Valid
3.	I am thinking of working for another company.	0.891	Valid

Table 2 shows the results of the validity test of the Work From Home, Work-Life Balance, Job Satisfaction, and Turnover Intention variables obtaining a factor loading value of > 0.40, which means that each question item used to measure this variable is declared valid. As for Table 3, it can be seen that the results of the reliability test for each of the variables studied obtained a factor loading value of > 0.40, which means that each question item used to measure this variable is stated as reliable.

Table 3. Reliability Test

No	Variable	Number of Statement	<i>Cronbach's Alpha</i>	<i>Decision</i>
1.	Work From Home	10	0.964	<i>Reliable</i>
2.	Work-Life Balance	9	0.889	<i>Reliable</i>
3.	Job Satisfaction	6	0.912	<i>Reliable</i>
4.	Turnover Intention	3	0.935	<i>Reliable</i>

Hypothesis Test

Hypothesis testing in this study used the Structural Equation Modeling (SEM) method with SPSS and AMOS software. This study has seven hypotheses that refer to previous research (Sarkar et al., 2019). This hypothesis test aims to test whether there is an effect of the independent variable on the dependent variable mediated by the intervening variable. The error tolerance limit used is 5 percent ($\alpha = 0.05$) on the basis of the following decisions: (1) If the p -value ≤ 0.05 then H_0 is rejected, meaning that there is a significant relationship and the hypothesis is supported. (2) If the p -value ≥ 0.05 then H_0 is accepted, meaning that there is no significant relationship and the hypothesis is not supported.

Table 4. Hypothesis Test

Hypothesis	β	sign	Decision
Work From Home has a positive effect on Job Satisfaction	0,497	0.000	Accepted
Work-Life Balance has no effect on Job Satisfaction	0.005	0.897	Not Accepted
Job Satisfaction has a positive effect on Turnover Intention	1.076	0.000	Accepted
Work From Home has no effect on Turnover Intention	0.201	0.064	Not Accepted
Work-Life Balance has a negative effect on Turnover Intention	0.313	0.000	Accepted

Based on the results of the hypothesis testing of the effect of Work From Home on Job Satisfaction, it is known that the significance value is 0.000 with an estimated value (β) of 0.497 and the p -value fulfills the requirements because the significance value is smaller than the error rate of 0.05; meaning that there is a positive effect of Work From Home on Job Satisfaction. This shows that Work From Home conditions can increase Job Satisfaction.

Based on the results of the hypothesis testing of the effect of Work-Life Balance on Job Satisfaction, it is known that the significance value is 0.897 with an estimated value (β) of 0.005 and the p -value does not meet the requirements because the significance value is greater than the error rate of 0.05; meaning that there is no effect of Work-Life Balance on Job Satisfaction.

Based on the results of the hypothesis testing the effect of Job Satisfaction on Turnover Intention, it is known that the significance value is 0.000 with an estimated value (β) of 1.076 and the p -value fulfills the requirements because the significance value is smaller than the error rate of 0.05; meaning that there is a positive effect of Job Satisfaction on Turnover Intention. This shows that higher Job Satisfaction will increase Turnover Intention.

Based on the results of the hypothesis testing of the effect of Work From Home on Turnover Intention, it is known that the significance value is 0.064 with an estimated value (β) of 0.201 and the p -value does not meet the requirements because the significance value is greater than the error rate of 0.05; meaning that there is no effect of Work From Home on Turnover Intention.

Based on the results of the hypothesis testing of the effect of Work-Life Balance on Turnover Intention, it is known that the significance value is 0.000 with an estimated value (β) of 0.313 and the p -value fulfills the requirements because the significance value is smaller than the error rate of 0.05; it means that there is a positive effect of Work-Life Balance on Turnover Intention. This shows that a higher Work-Life Balance will increase Turnover Intention.

Table 5. Hypothesis Test with Intervening

Model I:	Estimate	P-value	Decision
Model 1:			
There is an influence of X on Y.	0.479	0.000	Significance
Model 2:			
There is an influence of X on Turnover Intention.	0.496	0.000	Significance
There is an influence of Turnover Intention on Y.	1.109	0.000	Significance
There is an influence of X on Y.	0.073	0.515	Significance/Insignificance

Model II:	Estimate	P-value	Decision
Model 1:			
There is an influence of X on Y.	0.447	0.000	Significance
Model 2:			
There is an influence of X on Turnover Intention.	0.181	0.000	Significance
There is an influence of Turnover Intention on Y.	0.912	0.000	Significance
There is an influence of X on Y.	0.282	0.000	Significance/Insignificance

To test the intervening hypothesis, namely the role of the Turnover Intention variable in mediating the effect of the independent variable on the dependent variable, the model will be divided into two to be compared. In Table 5 it can be seen that Model I is a model that only shows the direct effect of the independent variable on the dependent variable. Meanwhile, the second model includes the Turnover Intention variable which mediates the effect of the independent variables on the dependent variable. The Turnover Intention variable acts as a mediating variable if it fulfills several conditions (Sulistiyowati, 2019; Naimah et al., 2023). These requirements are: (a) there must be a significant influence between the independent variables on Turnover Intention, (b) there must be a significant effect between Turnover Intention on the dependent variable, (c) if the direct effect of the independent variables on the dependent variable model one is significant, then compared to model two becomes insignificant or remains significant but the significance value decreases.

Based on Table 5, it can be seen that in Model I there is an effect of Work From Home on Turnover Intention (p-value = 0.000) and becomes insignificant in Model II (p-value = 0.515; fulfilled requirement c, there is mediation). Then there is the effect of Work From Home on Job Satisfaction (p-value = 0.000; fulfilled requirement), while the last is the effect of Job Satisfaction on Turnover Intention (p-value = 0.000; fulfilled requirement c) in Model II. So Work From Home affects Turnover Intention when mediated by Job Satisfaction means that Job Satisfaction is the right mediating variable of the effect of Work From Home on Turnover Intention.

Table 5 also shows that in Model I there is an effect of Work-Life Balance on Turnover Intention (p-value = 0.000) and remains significant in Model II (p-value = 0.000; fulfilled requirement c, there is mediation). Then there is the effect of Work-Life Balance on Job Satisfaction (p-value = 0.000; fulfilled requirement), while the last is the effect of Job Satisfaction on Turnover Intention (p-value = 0.000; fulfilled requirement) in Model II. Thus Work-Life Balance affects Turnover Intention when mediated by Job Satisfaction, meaning that Job Satisfaction is the right mediating variable of the effect of Work-Life Balance on Turnover Intention.

4. CONCLUSION

Based on the research results, to reduce Turnover Intention for Property Industry employees in West Jakarta, it is necessary to reduce pressure on employees by planning career paths, providing benefits according to performance, and holding holiday activity programs for employees. To improve Work-Life Balance for Property Industry employees in West Jakarta, companies can arrange working hours and holidays to balance time with family and work.

This study has limitations so that the conclusions cannot be generalized, including (1) This research was conducted in the Property Industry in West Jakarta, it is hoped that further researchers can add other service industries; (2) Future research is expected to be able to add other variables that can affect Turnover Intention in order to find out broadly what factors can influence work involvement.

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