

THE EFFECT OF WORK – LIFE BALANCE, JOB SATISFACTION AND WORK STRESS ON TURNOVER INTENTION AT EMPLOYEES OF PT PELAYARAN AGUNG SAMUDRA KETAPANG – BANYUWANGI

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ABSTRACT

PT Pelayaran is a company that provides sea transportation services for service users who need it. This study aims to examine the effect of work-life balance variables, job satisfaction and job stress on turnover intention, either partially or simultaneously. The sample in this study amounted to 43 respondents who were all employees of PT Pelayaran Agung Samudra Ketapang – Banyuwangi. Collecting data in this study using observation, interviews, distributing questionnaires and documentation. Measurement of the questionnaire used a 4-point rating scale to measure 12 questions. Processing data in this study using SPSS 25 with a random sampling technique using the slovin formula. The results of this study indicate that work – life balance, job satisfaction and job stress simultaneously affect turnover intention with an Fcount of 8.729. Work – life balance partially has a significant negative effect on turnover intention with a tcount of -0.267, job satisfaction partially has a negative effect on turnover intention with a tcount of -1.260, work stress partially has a positive effect on turnover intention with a t-value of 3.553. So that in this study work stress is the most dominant variable affecting turnover intention based on the comparison of the t-value of the three variables.

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1. INTRODUCTION

Human Resources (HR) is a valuable asset for an organization. With the existence of Human Resources (HR) the organization will run well, especially these HR have the ability to increase the value of the company in organizational goals. One way to manage human resources properly is to minimize the level of employee turnover which pays attention to the factors that trigger employees to have a desire to move (turnover intention). According to Robbins and Judge (Nuri Fitria Dewi, 2019:20) argues that turnover intention is an act of permanent resignation carried out by employees either voluntarily or not. Of course, there are factors that trigger turnover intention, such as work-life balance to work stress on employees.

This research was conducted at PT. Great Ocean Voyage. The company is a private company engaged in the transportation sector, which runs business as a provider of service facilities to ports. This company has a role to ensure the continuity and smoothness of sea transportation. In this study, researchers used interview sessions with employees of PT. Pelayaran Agung Samudra to find out how much the phenomenon of employees working is satisfied with their work. Because to complete the work targeted by superiors is not easy. Especially the work is accompanied by problems outside the work of employees.

According to Nafiudin (2015) if a person cannot balance work problems and life problems outside of work, then he is identified as choosing another job that can balance the two jobs and he can even choose to quit his job. To support the needs of employees both in the organization and psychologically, the employee must have the ability to manage the time required in the two different roles. If the needs and demands and needs of employees are met, then the employee has a work-life balance. However, if employees are unable to balance work time with personal time spent outside of work, what happens is the opposite phenomenon of work-life balance, namely work-life imbalance (imbalance of personal life and work). So that this work-life imbalance can trigger employees to leave the company (turnover intention) where they work. The negative impact of turnover on the company is the quality and ability to replace employees who leave the company. so it takes time and costs in recruiting employees.

The phenomenon found by researchers from this company is the level of balance, how employees can balance work in the office and outside the office so that it is balanced. Because employees at PT. Pelayaran Agung Samudra is dominated by employees who work in the field and are required to be on

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time and move fast when working on ships so they are not left behind by ships that will cross Ketapang - Gilimanuk. This is a difficult part for employees who also have activities outside of work because they cannot manage time and cause imbalance. So that employees at PT. Agung Samudra, who cannot balance office work and homework and cannot move quickly, will feel stressed quickly from the work being done.

Job satisfaction is also a matter that influences turnover intention. According to Mangkunegara (2000: 120) job satisfaction is a feeling related to work involving aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placement, type of work, company organizational structure, quality of supervision. While feelings related to him include age, health condition, ability, education. Conversely, an unpleasant job to do is an indicator of a feeling of dissatisfaction at work. Job satisfaction is also something that is felt by employees of PT. Agung Samudra, namely the level of employee discipline causes job satisfaction to decrease. This is because employees cannot manage time at work. So that employees are not satisfied and feel stressed about their work. So, the lower the level of job satisfaction of employees of PT. Pelayaran Agung Samudra can bring up the thought that the employee wants to leave his place of work.

In research by Nurendra and Saraswati (2017) stated that job stress is an unpleasant emotional situation experienced by employees when the conditions given and the work carried out are not in balance with their abilities. In line with this, employees at PT. Pelayaran Agung Samudra experiences tension at work and in the work environment, so that employees respond negatively and feel burdened in completing their obligations.

2. METHOD

The company that is used as the object of this research is PT. Pelayaran Agung Samudra Ketapang - Banyuwangi which is engaged in providing sea transportation. PT. Agung Samudra is located on Jalan Tanjung Klatak, Kalipuro District, Banyuwangi Regency, East Java. As for the determination of the research location in this place with the consideration that both the data and information needed are easy to obtain.

According to Sugiyono (2016: 117) population is a generalized area consisting of subjects and objects that have certain characteristics which are determined by researchers to study and draw conclusions. The population in this study amounted to 76 people who are all employees at PT. The Grand Cruise of Samudra Ketapang - Banyuwangi.

According to Sugiyono (2016: 118) the sample is part of the amount owned by the population. The sample taken must be representative (representative) of the population. In this study using the slovin formula with the slovin formula random sampling technique.

Primary data collection in this study as follows:

a. Observation

Data collection techniques in this study by direct observation of the object under study. The data studied is primary data from PT. Great Ocean Voyage.

b. Interview

Interviews conducted in this study were carried out by asking several questions directly with employees of PT. Great Ocean Voyage.

c. Questionnaire

Data collection techniques in the questionnaire were carried out by providing several questions prepared for each respondent.

d. Documentation

Data collection techniques in documentation are based on searching for records of past events in the form of writings, pictures, previous regulations, etc.

3. RESULT AND DISCUSSION

Effect of Work - Life Balance, Job Satisfaction and Job Stress on Turnover Intention

The results of this study indicate that the independent variables work - life balance (X1), job satisfaction (X2) and work stress (X3) as a whole have an effect on turnover intention (Y). This shows that there is work turnover (turnover) can be said to be due to excessive stress on employees and there is no balance in doing work and things outside of work (imbalance) and there is no good job satisfaction. Employees at PT Pelayaran Agung Samudra Ketapang - Banyuwangi stated that their work was quite heavy, especially on the ship and was not matched with appropriate compensation, especially when the effects of the pandemic occurred since the end of 2019 which resulted in employees having their salaries

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cut by 30%. In addition, based on the results of the respondents' answers, there are employees who do not work on time and there is competition between colleagues which triggers dissatisfaction and work stress resulting in turnover intention (desire to leave the organization).

This is in line with Agustina's statement (Muhamad Hafid, 2017: 53) stating that there is a negative effect between work - life balance and turnover intention. If the work-life balance is low, it will cause turnover intention. In this case apart from work-life balance, the variable turnover intention can also be influenced by several factors such as job satisfaction and work stress. Caplan (Leila, 2002:10) work stress and job satisfaction have a negative relationship effect. The existence of job satisfaction that is not good will cause work stress. so that job satisfaction and work stress simultaneously have an influence on turnover. Based on the results of this explanation, it can be concluded that hypothesis 1 (H1) failed to be rejected.

Effect of Work - Life Balance on Turnover Intention

The results of this study indicate that the independent variable work-life balance partially has no effect on the dependent variable turnover intention (Y). This shows that if an employee has an adequate work balance, it will reduce the employee's turnover rate. Conversely, if an employee lacks a level of balance between doing work and things outside of work that are lacking, the employee tends to leave the company.

The case at PT Pelayaran Agung Samudra Ketapang - Banyuwangi is that there is an imbalance of time for employees in carrying out their work as employees of PT Pelayaran Agung Samudra. This is indicated by the frequency of employees of the ship's department being late for work. Based on the results of interviews with the captain of the ship, employees are often late for one (1) hour so they have to wait for the second trip at work and only then can change shifts with the next group. In addition, heavy work and long working hours make employees evaluate other jobs compared to where they work.

Based on the description above, this research is also supported by previous research according to Hutcheson (Nur Intan Maslichah, 2017: 61) explaining that work - life balance is a form of individual satisfaction in achieving life balance in the work done by him in the organization. So that if the work - life balance of employees is dissatisfied, it will trigger turnover intention. Based on this explanation, hypothesis 2 (H2) failed to be rejected.

The Effect of Job Satisfaction on Turnover Intention

The results of this study indicate that the independent variable job satisfaction (X2) partially has no effect on the variable turnover intention (Y). This means that if employees feel a high level of job satisfaction it will reduce the turnover rate. Conversely, if employees are dissatisfied with the work done, what happens is that these employees tend to have a desire to leave the company and hope to get a job that is more satisfying than their previous job.

In the case of employees of PT Pelayaran Agung Samudra Ketapang - Banyuwangi, the source of employee dissatisfaction lies in the provision of salaries that are felt to be inappropriate, workloads that feel monotonous but tiring, and a social work environment where competition occurs between co-workers. This also triggers turnover intention at PT Pelayaran Agung Samudra.

Based on the description above, this is supported by Dr. Rahmi Widyanti (2019:148) job satisfaction is the result of individual performance in the organization or company that he occupies. Job satisfaction is intended to determine the importance of a person's level of performance and commitment to the work he does. This means that someone with a high level of satisfaction has a positive attitude towards his work, but someone who is dissatisfied will have a negative attitude towards his work. For employees of PT Pelayaran Agung Samudra, employees who do not have sufficient job satisfaction will tend to have thoughts of turnover intention. Based on this explanation, hypothesis 3 (H3) can be accepted.

Effect of Job Stress on Turnover Intention

The results of this study indicate that the independent variable work stress (X3) partially has a positive effect on turnover intention (Y). This shows that employees have excessive levels of stress triggered by the workload itself, an unhealthy climate, unable to manage time well, and conflicts between co-workers.

In the case of employees of PT Pelayaran Agung Samudra Ketapang - Banyuwangi they feel work stress such as irritability, fatigue, lazy work which causes emotional instability. Employees who tend to feel high levels of work stress will tend to come not on time and eventually lead to turnover intention.

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This is in line with the opinion of Mangkunegara (2013: 143) work stress is a feeling of pressure experienced by employees in dealing with work. Work stress is a condition experienced by employees when carrying out work. Thus, the results of this research hypothesis 3 (H3) can be accepted. The Most Dominant Variable Influencing Turnover Intention

The results of this study indicate that among the variables work-life balance (X1), job satisfaction (X2) and work stress (X3) the most dominant influence on turnover intention (Y) is the variable work stress (X3). These results are addressed by SPSS data processing and the tcount value of the work stress variable is 3.755 greater than the tcount value of the work-life balance variable of -0.339 and the job satisfaction variable is -1.361. This research is also supported by previous research by Nuri Fitria Dewi (2019) which states that work stress is the most dominant variable affecting turnover intention.

4. CONCLUSION

Based on the results of research and discussion, it can be concluded as follows:

Based on Instrument Testing Results. It is known from the overall validity test that the variable items used in this study are declared valid, because the value of rcount > rtable. From the reliability test it is known that all the variables used in this study produce Cronbach Alpha values > 0.6. This means that all variables are declared reliable and can be used for further testing.

Based on Multiple Linear Regression Analysis, the following equation results are obtained: $\hat{Y} = 5.235 - 0.061 X1 - 0.216 X2 + 0.414 X3$. $\alpha = 5.235$ is the intersection point of the regression line with the Y axis which is located at 5.235. $\beta_1 = -0.061$ means that if the value of work - life balance (X1) increases by one unit, it will reduce turnover intention (Y) by -0.061. $\beta_2 = -0.216$ means that if the value of job satisfaction (X2) increases by one unit, it will reduce turnover intention (Y) by -0.216. $\beta_3 = 0.414$ means that if the value of work stress (X3) increases by one unit, it will increase turnover intention (Y) by 0.414.

The F test curve shows that the value of Fcount > Ftable (10.954 > 2.85) which states that H0 is rejected. This means that at the 95% confidence level simultaneously the variables work - life balance, job satisfaction and work stress has a significant effect on the turnover intention of employees of PT Pelayaran Agung Samudra Ketapang - Banyuwangi.

The t test curve for the work - life balance variable shows that the value of |tcount| < ttable (| -0.339 | < 2.022) means that H0 is accepted and Ha is rejected. That is, at the 95% confidence level partially the work-life balance variable has no effect on turnover intention at PT Pelayaran Agung Samudra Ketapang - Banyuwangi. The t-test curve for the job satisfaction variable shows that the value of |tcount| < ttable (| -1.361 | < 2.022) means that H0 is accepted and Ha is rejected. That is, at the 95% confidence level, partially the job satisfaction variable has no effect on turnover intention at PT Pelayaran Agung Samudra Ketapang - Banyuwangi. The t test curve for the work stress variable shows that the value of tcount > ttable (3.755 > 2.022) means H0 is rejected. That is, at the 95% confidence level partially the work stress variable has a significant positive effect on turnover intention at PT Pelayaran Agung Samudra Ketapang - Banyuwangi. Based on the coefficient which has the most dominant effect, the variable of work stress has the most dominant effect among the variables of work - life balance and the variables of job satisfaction. These results are known based on SPSS data processing and the tcount value of the work stress variable is 3.755 greater than the tcount value of the work-life balance variable of -0.339 and the job satisfaction variable of -1.361.

From the results of the SPSS 25 output it is known that the adjusted R2 value is 0.416 or 41.6%. This shows that the variables work - life balance, job satisfaction and work stress can explain the variable turnover intention at PT Pelayaran Agung Samudra Ketapang - Banyuwangi by 41.6%, while the remaining 58.4% is influenced by other variables outside the model.

Based on the results of testing using SPSS 25 which has been carried out, it shows that all of the independent variables, namely work-life balance (X1), job satisfaction (X2) and work stress (X3), do not occur multicollinearity. Because of all the variables the value of VIF (Variance Inflation Factor) is smaller than number 5. Based on the results of testing using SPSS 25 which has been carried out, it shows that all independent variables do not occur elements of heteroscedasticity because the sig value > α (0.05) or tcount < ttable.

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