

Analysis of Job Embeddedness as Mediation in the Relationship between Work Life Balance on Turnover Intention

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Abstract

This research has the primary aim of delving deeper into the relationship between work-life balance and turnover intention while considering job embeddedness as an intermediary factor. A total of 180 employees participated in this study, which used a quantitative research approach. Data analysis was conducted using the Structural Equation Model (SEM) with the application of the Partial Least Square (PLS) methodology. The research findings highlight that work-life balance significantly influences the likelihood of turnover intention among employees. However, it's important to note that while work-life balance does affect job embeddedness, this effect doesn't directly translate into affecting turnover intention when the mediation of job embeddedness is considered. This research holds substantial significance for organizations as it offers a deeper understanding of strategies to minimize turnover rates, ultimately contributing to the establishment of a robust and sustainable business framework in the long term. This emphasizes the critical role of effective human resource management in achieving these objectives.

Keywords : *Work Life Balance, Job Embeddedness, Organizational Commitment, Turnover Intention.*

1. Introduction

The quality of human resources (HR) in an organization has a significant impact on the overall quality of the organization. Menurut Batarliene et al. (2017) HR with extensive work experience, deep insights, supportive knowledge, and strong skills become valuable assets to the company. In this context, wise HR management plays a pivotal role. Through effective management, organizations can harness the positive contributions of employees to sustainable business development. Conversely, ineffective management can reduce employee motivation, hinder productivity, and even lead to a desire to leave the company (Jumiyati et al., 2018). Menurut R. Wayne & Joseph J. Martocchio, (2016) he challenges faced in managing HR, such as changes in workforce composition, ever-changing government regulations, and rapid technological and economic developments, emphasize the need for constant adaptation in HR management to maintain HR quality and achieve success in a dynamic business environment. Therefore, a strong relationship between HR quality and organizational quality is the key to success in a dynamic business environment.

Dessler, G, (2020) emphasizes that companies must engage in a process that encompasses the acquisition, training, assessment, and the nurturing of the employer-employee relationship, while also ensuring fairness and addressing various other aspects in their efforts to effectively manage their workforce. According to Pristayati & Adnyani, (2017) turnover can manifest in several ways, including relocation or departure from the organization, resignation, voluntary quitting, or even the unfortunate event of an organizational member's demise. Typically, the desire to leave the organization is preceded by an employee's intent, often stemming from job dissatisfaction and a diminished commitment to the organization. Kartika & Purba, (2018)

generally assert that when employees resign, they typically have previously contemplated leaving the company, frequently with the aim of seeking positions in different firms. The turnover rate percentage can be classified as low, as suggested by Putra & Utama, (2018) when it stands at 10% or less within a company. This benchmark for employee turnover rates is reinforced when it stands at 10% or less within a company. This benchmark for employee turnover rates is reinforced Satwari et al., (2016) who argue that the annual employee turnover rate should generally not exceed 10%. According to Fintariasari et al., (2020) the intention to leave one's job represents a right exercised by every employee when determining the best course of action for their employment, whether it entails continued employment or opting to depart from the company.

The study conducted by Bencsik et al., (2016) groups generations into six generational categories. This research identifies millennials as those born between 1980 and 1995. Research by Oktaviani, (2018) and Aulia et al., (2021) reinforces the idea that work-life balance does not, in fact, have an influence on turnover intention. Their findings reveal that work-life balance is not a factor influencing employees' turnover intentions. According to (Zamzamy et al., 2021), work-life balance can be measured using indicators that are proven through role engagement, skill utilization, low role conflicts, and the perception of work as a form of devotion. These factors contribute to achieving a balance between work and life.

Additionally, organizational commitment plays a significant role. Research by Setiyanto & Selvi (2017), which focused on employees in the industrial area of Batam City, found that the higher an individual's organizational commitment to the company, the lower their turnover intention. Furthermore, a study by Alkhateri et al., (2018) on the influence of Affective Organizational Commitment (AOC) on Employee Turnover Intention (ETI) among teachers in the education sector in the United Arab Emirates discovered that Affective Organizational Commitment (AOC) can significantly predict employees' intentions to change positions.

In agreement with these findings, Nurtati, (2020), Handaru et al., (2021), Susilo & Satrya, (2019), Ramalho Luz et al., (2018), Gishella et al., (2017) corroborate the results of this research, suggesting that organizational commitment in its three dimensions (affective, normative, and instrumental) can reduce the level of employee turnover intention when applied effectively. As a form of organizational commitment, organizations can also foster attachment by enhancing employee competencies through training and skill development (Fintariasari et al., 2020). Li & Sawhney, (2019), who studied manufacturing workers in the United States of America, also recommend that policies to enhance organizational commitment be proposed to reduce the desire to switch jobs. However, it's worth noting that Organizational Commitment does not have a significant impact on Turnover Intention, as found in the study by (Romeo et al., 2020) in Spain, revealing that Organizational Commitment and its dimensions do not directly influence turnover intention, with the four dimensions being needs, exchange, affective commitment, and values commitment, which aligns with the findings of (Lestari & Prahiawan, 2018) stating that Organizational Commitment has no influence on turnover intention. Silaban & Syah, (2018) emphasize that organizational commitment loses its significance when better opportunities or workplaces emerge; employees' curiosity increases, potentially leading to the intention to switch jobs.

This research addresses human resource management strategies to enhance organizational competitiveness, focusing on employees' perceptions of work-life balance, job embeddedness, organizational commitment, and turnover intention. The study targets employees in the Chemical

Industry in Jabodetabek, Indonesia, with the proposed research title being "The Influence of Work-Life Balance and Job Embeddedness on Turnover Intention with Organizational Commitment as a Mediating Factor."

2. Literature Review

2.1. Turnover Intention

Lussier, R., & Hendon, (2019) define that turnover is the permanent loss of workers from an organization. According to Meisler, G in Kartono & Hilmiana, (2018), turnover intention can be measured in 2 dimensions, namely thinking about quitting and interest in other job offers. Even according to Wang, (2014) in Kartono & Hilmiana, (2018) explained that to measure turnover intention can also use several question items; I do not think I will spend my entire career with this organization, I intent to Leave this organization with a short period of time, I have decided to quit this organization, I am looking at other jobs now, and if I do not get promoted soon, I will look for a job elsewhere.

2.2. Organizational Commitment

According to Robbins & Judge, (2013) states that organizational commitment is a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. According to Dessler, G, (2020) there are several steps that can be taken to build or grow one's organizational commitment, namely make it charismatic, build the tradition, have comprehensive grievance procedures, provide extensive two way communications, create a sense of community, get together, support employee development, commit to actualizing, provide first year job challenge, enrich and empower, the question of employee security, Hire right-kind managers, walk the talk. Allen & Meyer, (2013) formulated organizational commitment into three indicators, including: Affective Commitment, Continuance Commitment, Continuance Commitment.

2.3. Work Life Balance

According to Delecta, (2011) defines work-life balance as the ability of individuals to fulfill their work and family commitments, as well as other non-work responsibilities. According to Fisher et al., (2009), work-life balance is an effort made by individuals to balance two or more roles undertaken. Work-life balance is the level of satisfaction associated with multiple roles in a person's life. Work-life balance is generally associated with balance, or maintaining all aspects of human life (Hudson, 2005). According to Fisher et al., (2009) explained that there are four components of work-life balance indicators, namely time, behavior, tension, and energy.

2.4. Job Embeddedness

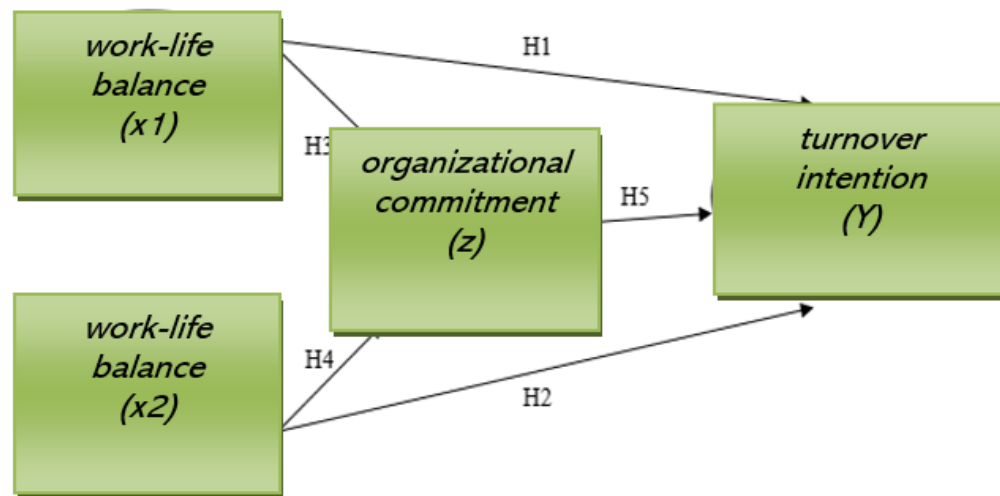
According to Holmes et al., (2013) stated job embeddedness requires a holistic approach, which means all people inside or outside the job need to be considered. The concept of job embeddedness is probably applied to almost all spectrums related to turnover and employment relationships. Karatepe & Vatankhah, (2014) stated that there are several factors that affect job embeddedness, namely demographics, Self efficacy, Job satisfaction, Career barriers,

Organizational trust, and Organizational commitment. Mitchell et al. (2001) divided job embeddedness into 3 aspects, namely: fit, link, and sacrifice.

Based on the description above, in this study 5 hypotheses were proposed as follows:

- H1 : There is an effect of *work-life balance* on *turnover intention*.
- H2 : There is an effect of *job embeddedness* on *turnover intention*.
- H3 : There is an effect of *work-life balance* on *organizational commitment*.
- H4 : There is an effect of *job embeddedness* on *organizational commitment*.
- H5 : There is an influence of *organizational commitment* as a variable intervening terhadap *turnover intention*

Based on literature review and relevant previous research, it shows that *turnover intention* has become the main problem and the subject of research. So that this research model is as follows:



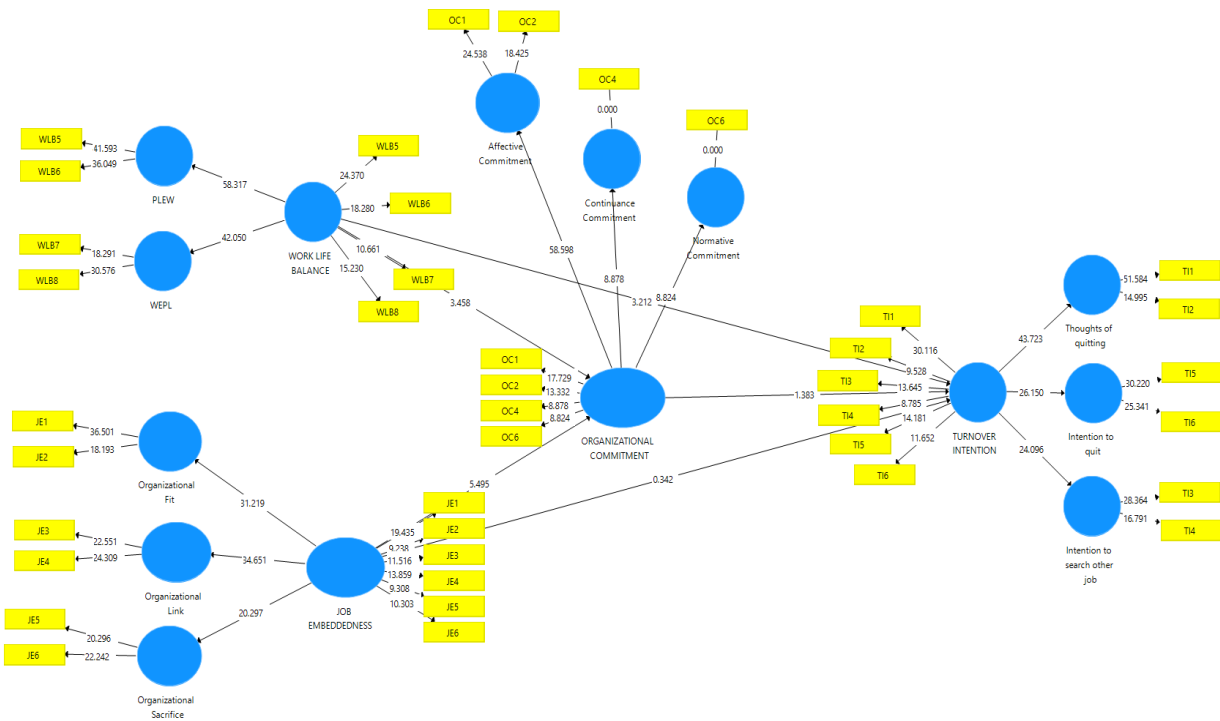
Source: Processed data (2022)

Figure 1. Conceptual Framework

3. Methodology

The population in this study is the entire Chemicals Industri which amounts to 162 people consisting of various generations, generation Y employees or 80 people, generation Z with 7 people, and generation X with 75 people. The analysis method in this study was carried out to test the hypothesis that had been made by analyzing raw data that had been collected from respondents. "After quantitative data is collected from random samples, we then conduct analysis to answer our research questions. However, before starting to analyze the data, a number of preliminary stages need to be completed. This ensures that the data is legitimate, complete, and harmonious for further analysis" (Sekaran & Bougie, 2016). According to Ghozali, (2014), PLS (Partial Least Square) is a variant-based structural equation analysis (SEM) that can simultaneously test measurement models as well as structural model measurements.

4. Result and Discussion



Source : Data processed SmartPLS (2022)

Figure 2. Bootstrapping Inner Path Coefecien Construct: R Square

4.1 Result

The results of testing that have been carried out using the *Partial Least Square* (PLS) method through the *smartpls 3.0* data application, the following is a discussion of the relationship between work life balance, job embeddedness, organizational commitment and turnover intention obtained the following results: In this study shows the results of work life balance have a significant effect on turnover intention, this is based on the results of the inner model evaluation of work life balance on turnover intention obtained a t-count value of 3.175 where the value is greater than the t-table 1.991 and p value of $0.002 < 0.05$. The variable work life balance has a path coef value of -0.378 or 37.8% which can be interpreted that work life balance has a negative influence on turnover intention. So this indicates that employee turnover intention is not only determined by the presence or absence of work-life balance, but is influenced by other factors by 62.2% which can further affect the turnover intention rate. Based on respondents' answers, it is known that the highest score of work life balance is found on the *Personal Life Enhancement Work* (PLEW) indicator, with the statement item related to karaywan's open attitude to receive constructive criticism and suggestions in order to be better at doing work. These results illustrate that employees at PT. United Chemicals Inter Aneka has an open mind and good character because it is able to manage criticism and suggestions as an opportunity to make self-improvement. The large value of the path coefficient can be caused by the status of respondents who are young employees who want and look for ways to achieve and maintain a balance between work and life so as to avoid conflicts between roles. While the smallest value is found in the *personal life interfere work* (PLIW) indicator which shows

that only a small percentage of employees think about personal needs when carrying out their work, so it can be said that the majority of employees focus on work while at work or carrying out their functions in the organization.

The results of this research are directly proportional to the existing theory, where the theory states that the higher the *highest job* rate of *work-life balance*, the lower the level of turnover intensity. The results of this study are in line with research conducted by research (Hafid, 2017) which found the highest significant negative influence of *work-life balance* on *turnover intention*, the importance of the company's role in paying attention to the balance of employee involvement between work and personal life to reduce the tendency of employees to turnover. Kaushalya & Perera, (2018) if the *employee's work-life balance* is good or high, it will have an impact on low employee *turnover intention*.

This study shows that the results of job embeddedness *do not have a significant effect* on turnover intention, *this is based on the results of the inner model evaluation of job embeddedness on turnover intention obtained a calculated value of 0.361 where the value is smaller than the t-table 1.991 and p value of 0.718 > 0.05*. While the job embeddedness variable has a *path coef* value of -0.040 or 40%, which means that *job embeddedness* has a negative influence on *turnover intention*. So this indicates that *employee turnover intention* is not entirely due to the presence or absence of *job embeddedness*, but is influenced by other factors by 60% which can further affect the turnover intention rate. Based on respondents' answers, it is known that the highest score of *job embeddedness* is found in the *organizational fit* indicator with the statement item related to facilities and work environments that are conducive to supporting work. This can illustrate that employees feel that the facilities provided by the company and the workplace atmosphere can improve the quality of work. The large value of the path coefficient can be caused by the status of respondents who are young employees, where according to (Robbins & Judge, 2013) that young employees who have a level of productivity have a lower probability of quitting than high old employees. This also affects the level of employee engagement in the Chemicals Industry. The results of this study support research conducted (Ratnawati et al., 2020) which examined employees in Indonesia using job embeddedness dimensions, namely job embeddedness link, *job embeddedness fit* and *job embeddedness sacrifice* found that *job embeddedness link* and *job embeddedness fit* have no influence on *turnover intention*, where the results of his research show that *job embeddedness* has no influence and is significant on *turnover intention*. The results of this research are inversely proportional to existing theories, where the theory states that the higher the level of *job embeddedness*, the lower the level of turnover intensity.

Work-life balance with organizational commitment has a significant relationship with weak relationship strength, but this relationship is suspected to be a functional relationship. This means that the higher the *perceived work-life balance*, the higher the organization's commitment. Vice versa, if the perceived work-life balance is low, then the organization's commitment will be low. This study shows the results of a significant influence of work life balance on organizational commitment, this is based on the results of the *inner model evaluation* of work life balance on organizational commitment *obtained t-count value results of 3.496 where the value is greater than t-table 1.991 and p value of 0.001 < 0.05*. And the work-life balance variable *has a value of 0.328 on the path coef which means that work-life balance has a positive influence on organizational commitment*. This result is in line with research (Badrianto & Ekhsan, 2021) which states that *work-life balance does have a positive influence on organizational commitment, so it is important for organizations to help employees harmonize between roles in the organization and roles in personal life such as in the family*, work-life balance can make the employee stimulated to devote himself and contribute fully to the organization or company.

This study shows the results of a significant influence of job embeddedness on organizational commitment, *this is based on the results of the inner model evaluation of job embeddedness on organizational commitment* obtained a t-count value of 5.616 where the value is greater than the t-table 1.991 and p value by $0.000 < 0.05$. And the job embeddedness variable *with a value of 0.477 on the path coef means that job embeddedness has a positive influence on organizational commitment*. Company management through HRD and the direct supervisor of each employee can work together in building mentoring or coaching programs to strengthen employee relationships with colleagues in the organization, involve employees in policy making related to the organization in general through group discussion forums to capture ideas and ideas from the grassroots about how employees see management carrying out its role ideally, create opportunities to strengthen business and social networks, and provide both financial and psychological benefits. Employees who have an attachment to their work are employees who will be willing to contribute beyond the demands of duty in carrying out their role as part of the company (*beyond the call of duty*).

This study shows the results of no significant influence of organizational commitment on turnover intention, *this is based on the results of the inner model evaluation of organizational commitment on turnover intention* obtained a t-count value of 1.349 where the value is smaller than the t-table 1.991 and p value by $0.178 > 0.05$. The organizational commitment variable gets a path coef value of -0.172 or 17.2%, which means that *organizational commitment* negatively affects *turnover intention*. So this indicates that *employee turnover intention* is not entirely due to the presence or absence of *organizational commitment*, but is influenced by other factors by 82.8% which can further affect the turnover intention rate. Based on respondents' answers, it is known that the highest score of *organizational commitment* is found in the *affective commitment* indicator with the statement item related to the employee's desire to have a *longterm relationship* with the company. This confirms that employees feel satisfied and comfortable while working in the Chemicals Industry. The smallest value is found in the *normative commitment* indicator that is blessed with loyalty, these results confirm that most employees think loyalty is something that must be given to the Company as a form of return for the results they have obtained during work. This is reinforced by Allen and Meyer (1993) mentioned that affective commitment is an emotional approach of individuals in engagement with the company, so that individuals will feel connected to the organization. Someone who has a high affective commitment, makes employees feel loyal to the company and can reduce the turnover rate. Employees will always be rational in determining the choice of workplace, they will strive to make the best decisions in their career.

The results of this study support the research conducted (Pristayati & Adnyani, 2017) *Organizational Commitment* can be a consideration for employees in the formation of *turnover intention*, every individual in an organization should have a sense of partiality in an organization and its goals and desires to maintain its membership in an organization. In line with research (Alkhateri et al., 2018) examining the effect of *Affective Organizational Commitment* (AOC) on employee turnover intention (ETI) among teachers in the education sector, the United Arab Emirates found that AOC can significantly predict employee switching intent. Other findings from research conducted by (Nurtati, 2020), (Handaru et al., 2021), (Susilo & Satrya, 2019), (Ramalho Luz et al., 2018), (Gishella et al., 2017) also strengthen the results of the study, that organizational commitment in its three dimensions if applied properly can reduce employee turnover intention rates, (Finthariasari et al., 2020) As a form of organizational commitment, organizations can also bind by carrying out employee competency improvement activities through training and *skill development*. Li & Sawhney, (2019) who research manufacturing workers in the United States of America also stated policies to increase organizational commitment should be proposed in an effort to reduce the desire to change jobs.

5. Conclusion

This study aims to understand why employees in the Chemical Industry want to leave their jobs. It looks at work-life balance and job commitment and how they affect employees' decisions to quit. The study collected data through online surveys and used the Partial Least Square method for analysis.

Based on the findings, here are some recommendations to reduce employee turnover in the Chemical Industry: First, involve a more diverse group of employees from different parts of the industry in future research. Second, use additional data to better measure why employees want to leave. This study only looks at work-life balance, job commitment, and why employees want to leave. Future research should consider more factors to learn more.

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