

## The Role of Job Satisfaction as Intervening Variable in the Relationship Between Career Development, Work-Life Balance and Turnover Intention in Outsource Solution Company

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### Abstract:

With job satisfaction acting as a moderating factor for employees, this study aims to demonstrate how work-life balance and career development factors affect turnover intention. The IBM SPSS v26 software program and the path analysis approach were employed in this study's data analysis technique. A validity test, a reliability test, a normalcy test, a coefficient of determination test, a F test, a t test, and a Sobel test are all employed in the analysis to identify the mediating impact in this study. The study's findings demonstrate that: work-life balance has no effect on job satisfaction; career development influences job satisfaction; work-life balance and career development both affect job satisfaction; work-life balance has no effect on turnover intention; career development influences turnover intention; job satisfaction affects turnover intention; and work-life balance simultaneously affects turnover intention.

**Keywords:** work-life balance, career development, job satisfaction, turnover intention.

### Introduction

In 2020, Indonesia experienced a disease caused by an infectious virus originating from Wuhan, China, namely COVID-19. And during the COVID-19 period, it was enough to have a big impact on all aspects of life. One of them is the

Indonesian economy, especially in the industrial sector. One of the affected industries is a service company in the outsourcing sector. It was stated by Mira Sonia, who is the Chairperson of ABADI (the Indonesian Outsourcing Business Association), in her 2020 interview with CNBC Indonesia, that there were around 20,000 outsourced employees who were laid off and lost their jobs. This is real data on the current situation and conditions, and in fact, there are many more employees affected by COVID-19 outside the companies registered with the ABADI organization. Judging from the phenomenon of high turnover during the COVID-19 period. It turns out that Indonesia is also experiencing high turnover. Based on research findings from the Hay Group from 2013–2014, it can be said that Indonesia has the third-highest turnover rate, with a 25.8% rate. The findings of a different study by Gutmann (2016) also demonstrate that Indonesia, with a voluntary turnover rate of 15.8%, is in the top five nations in the world, after Romania (16.5%), Venezuela (16.7%), and Argentina (16.8%), with the Philippines (15.5%) holding the last spot.

In addition to turnover, the phenomena of turnover intention also frequently occur in the management sector. The impact of turnover intention, however, is greater than turnover itself. Where an employee continues to work but lacks focus and motivation, his heart no longer belongs to the company, and he is simply waiting for the right moment to move on to another, this will negatively affect the business. A person's desire or intention to leave a group or business is known as their turnover intention. By examining the high and low levels of turnover in an organization, future intentions of turnover can be forecasted. So, in that way, companies that have high turnover rates usually have indications of turnover intention problems in their employees (Yuliana & Tannady, 2019). Then, reducing the turnover rate in a company can be done by looking at the factors that influence turnover intention. One way is to increase employee job satisfaction. According to prior research, job satisfaction has a negative correlation with turnover intention; if job satisfaction is high, turnover intention is low (Tannady et al., 2020). Job satisfaction is a positive feeling as a form of evaluation of the output produced compared with the expected output (Arum & Irfani, 2021).

To retain employees, many companies and human resource managers issue policies to increase salaries or benefits for employees, but it turns out that many employees leave the company for non-financial reasons. As many as 80% of employees resign (quit) for non-financial reasons, in various forms such as relationships with superiors, relationships with customers, relationships with colleagues, employees who do not have space to develop their careers, a work environment that is unsupportive, new work challenges, etc (Gunawan et al., 2020).

Furthermore, related to the career development variables, where career development is important in all aspects of the company, companies need to implement career programs effectively. Based on the results of interviews in general, the company has provided equal opportunities to all employees who meet the qualifications in certain positions to carry out promotions. However, in practice, the company indicated problems related to one of the career development indicators, namely promotion (position promotion), where information related to position promotions had not been conveyed properly. This assertion is consistent with the findings of preliminary research undertaken by researchers, who discovered that up to 17 out of 25 employees were not informed about promotions, and 15 out of 25 people stated that they had difficulty promoting positions to a higher career level (Purwatiningsih & Sawitri, 2021).

## Literature Review

The link between work and personal life can be viewed as the definition of the term "work-life balance." A person has a healthy work-life balance (WLB) when their personal and professional lives at work are both active and fulfilling. A person's attempt to reach excellence in his life by striking a balance between his work and personal life is known as work-life balance (Pandiangan et al., 2022). Career development is the vertical development experienced by an employee and usually includes position, rank, education, and work responsibilities; it is used as the basis for remuneration of a person's salary. Career development is a process of increasing individual work ability and achieving the desired career. It can be seen that career development is a process that is experienced by a person, lasts a lifetime, and leads to deeper learning and achievement in his career. The term turnover means stopping or withdrawing someone from the workplace; in other words, turnover is a situation where an employee stops being a member of the organization or company (Putra & Mujiati, 2019). Meanwhile, intention itself is defined as a person's desire or intention to do something (Suyono et al., 2020). Turnover intention is a person's possibility to leave his job in the future. There are many reasons for employee turnover, and one of them is the desire to get a better job (Sutagana et al., 2022). Everybody's level of job satisfaction is unique, and it varies from person to person (Tannady, 2018). Positivity of attitude

and related psychological and physical aspects are related to job satisfaction, which is a manifestation of the results obtained or expected and is usually reflected in high morale, work discipline, and employee performance at work.

## Methodology

Using a quantitative methodology, this investigation. The analysis was conducted using the path analysis method. The population of this study is diverse and consists of all of the divisional personnel. employing a straightforward random sample method as a sampling method. 53 people made up the study's sample. From June 2022 to November 2022, this study was carried out, beginning with the collection of supporting information via interviews, prior research, and the internet and ending with the documentation of the findings. Primary and secondary data sources were utilized in this investigation. Whereas secondary data came from journals, books, or articles, primary data were gathered using questionnaires. The research instrument used the 5-point Likert scale method. This study used three data collection methods, including interviews, questionnaires, and a literature review.

## Case studies

The work-life balance variable has a minimum respondent value of 31.00 and a maximum respondent value of 66.00, with an average total answer of 46.2264 and a standard deviation of 7.50805, according to the descriptive test results. With an average total answer of 48.3208 and a standard deviation of 6.44436, the professional development variable offers a range of responses with a minimum respondent value of 35.00 and a maximum respondent value of 69.00. A total answer average of 41.4528 and a standard deviation of 4.77802 characterize the job satisfaction variable, which has a minimum respondent value of 31.00 and a maximum respondent value of 54.00. The turnover intention variable has a standard deviation of 4.67399, an average total answer of 34.0000, and minimum and maximum responder values of 25.00 and 43.00, respectively. The independent variables work-life balance (X1) and career growth (X2) have a mutual influence of 16.5% on the dependent variable, job satisfaction, according to the R-squared value (coefficient of determination), which is 0.165. (Y). And additional factors that were not examined in the study contributed the remaining 83.5% (100% minus 16.5%). The independent variables work-life balance (X1), career growth (X2), and job satisfaction (Y) have a combined effect on the dependent variable turnover intention (Z), which is equal to 34.4%, according to the R Square value (coefficient of determination), which is 0.344. And the influence of other variables not examined in the study accounts for the remaining 65.6% (100% minus 34.4%).

Regression model 1's output reveals that  $X1 = 0.951$  and  $X2 = 0.003$  are the significance values for the two variables.  $X1 > 0.005$  and  $X2 < 0.005$ , respectively. Based on these findings, it can be said that variable X1 in regression model 1 does not significantly affect Y, however variable X2 does. The "model summary" table's R square value is 0.165, which means that other variables not considered in the study account for the remaining 83.5% of the variance, leaving X1 and X2 with a 16.5% influence on Y. The significant values of the three variables are  $X1 = 0.130$ ,  $X2 = 0.011$ , and  $Y = 0.011$ , as seen in the result of regression model 2. These findings show that X1 has a significance value  $> 0.05$ , indicating that it does not significantly affect Z, and that X2 has significance values of 0.011 and 0.011, respectively, indicating that X2 and Y significantly affect Z. The "model" table contains the R Square value's magnitude. The summary value is 0.344, indicating that X1, X2, and Y contributed 34.4% to Z while other variables not included in the study contributed the remaining 65.6%.

Based on the outcomes of the f-test performed on structural equation I, an f-value of 4.663 and a sig value of 0.014 were computed. When  $df1 = 3-1 = 2$  and  $df2 = 53-2 = 51$ , the f-table is used with a significance level of 0.05 degrees of freedom (df). The outcome is f-count (4.941)  $>$  f-table (3.18), and the sig value is more than 0.05. Hence, it may be said that  $H_a$  is accepted, indicating that work-life balance (X1) and professional development (X2) have a considerable impact on job satisfaction simultaneously (Y). The test results are consistent with prior research findings that indicate professional advancement and work-life balance have a strong beneficial impact on job satisfaction.

The computed f-value was 5.688 and the sig value was 0.002 based on the outcomes of the f-test on structural equation II. where  $df1 = 4-1 = 3$  and  $df2 = 53-2 = 51$  are entered into the f-table with a significance threshold of 0.05 degrees of freedom (df). As a result, f-count (8.547)  $>$  f-table (2.79) and the sig value  $> 0.05$  were obtained. Hence, it can be said that  $H_a$  is accepted, which means that the variables work-life balance (X1), career growth (X2), and job

satisfaction (Z) all significantly influence turnover intention at the same time (Z). The test results are consistent with those of earlier study, which found that professional advancement and work-life balance significantly affect turnover intentions.

The findings of the work-life balance t test show it to be true, with a probability value of sig. (0.951) > 0.05. The t-table that can be calculated from the degree of freedom (df) is  $53 - 2 = 51$  and has a t-count value of (0.61) < (1.675). So, it may be said that  $H_0$  is accepted but  $H_a$  is rejected, indicating that there isn't a very strong direct relationship between the variable work-life balance ( $X_1$ ) and job satisfaction (Y). Based on the test results, it is possible to draw the conclusion that work-life balance has no bearing on job satisfaction, i.e., employee job satisfaction is unaffected by the degree of work-life balance. This is because businesses that provide outsourcing services typically operate on shorter, more flexible workdays, with employees having the option to leave for home early once their shift is complete. Moreover, there are five working days in a week. In order to provide workers enough time to be with their families and take care of other personal obligations outside of work. The outcomes of this test are consistent with earlier research that found no relationship between job satisfaction and work-life balance.

That is evident in the career development t test findings, which have a probability value of sig. (0.003) < 0.05. The degree of freedom (df) t-table is  $53 - 2 = 51$  with a t-count value of (3.141) > (1.675). So, it can be said that  $H_a$  is accepted, which indicates that there is a direct correlation between job satisfaction and career growth variables ( $X_2$ ) (Y). The results of this test are consistent with those of earlier studies, which found that career advancement has a favorable impact on job satisfaction. a probability value of sig. (0.130) > 0.05 for work-life balance. With the degree of freedom (df) of  $53 - 2 = 51$ , a t-table was created with a t-count value of (1.539) < (1.675). Hence, it can be said that  $H_a$  is rejected, indicating that there is no direct relationship between the intention to turnover and the work-life balance ( $X_1$ ) (Z). Based on the test results, it is possible to draw the conclusion that employees' work-life balance has no impact on their intention to change jobs or quit their existing position. According to the findings of the interviews Mr. Erwin, the department director of culture and communication, conducted most employees resign or leave the company due to other factors such as the leadership style of the boss, the offer of opportunities in other companies with higher salaries, etc.

As can be seen, the career development t test findings have a probability value of sig. (0.011) < 0.05. The degree of freedom (df)  $53 - 2 = 51$  was used to create the t-table, which had a t-count value of (2.653) > (1.675). So, it can be said that  $H_a$  is accepted, which indicates that career growth variables ( $X_2$ ) and turnover intention have a direct relationship (Z). The probability value for the work-life balance t test results is sig. (0.011) < 0.05. The t-table derived from the degree of freedom (df) is  $53 - 2 = 51$  and has a t-count value of (2.654) > (1.675). So, it can be said that  $H_a$  is accepted, which indicates that work satisfaction variables (Y) and turnover intention are directly correlated (Z). The t-count is found to be  $-0.053 < t\text{-table } 1.675$ , with a significant level of 0.05, based on the findings of the aforementioned computation. Hence, it can be said that  $H_0$  is approved but  $H_a$  is disapproved. Hence, there is no indirect impact of work-life balance ( $X_1$ ) on intention to leave the job (Z) via job satisfaction (Y). According to the test results, job satisfaction is unable to buffer the link between the impact of work-life balance and desire to leave. This is due to the fact that a lot of the reasons why employees quit or leave the organization are unrelated to work-life balance. Also, even though they are not entirely content with their employment, employees are perceived as having enough thanks to the company's work-life balance policy. The t count value is  $-2.194 > t\text{ table } 1.675$ , with a significant level of 0.05, according to the computation results. Therefore, it can be said that  $H_0$  is rejected while  $H_a$  is accepted. This indicates that job satisfaction through career advancement ( $X_2$ ) has an indirect impact on turnover intention (Z) (Y). It follows that job satisfaction has the capacity to mediate the relationship between the influence of development and intention to leave.

## Conclusion

Job happiness is somewhat influenced by work-life balance. Variables related to career growth influence job satisfaction in part. Job happiness is influenced concurrently by professional advancement and work-life balance. Work-life balance has no impact on the intention to leave a job. On the intention to leave a job, career advancement has some influence. On the intention to leave a job, job satisfaction has a partial impact. Work-life balance, professional growth, and work satisfaction all have an impact on employees' intentions to leave their jobs. The intention to leave a job is not indirectly impacted by work-life balance or job satisfaction. By job satisfaction, career advancement indirectly influences the likelihood of leaving a job. Companies can maintain employee job satisfaction and make an effort to prevent employee turnover. Therefore, the company maintains and focuses its attention on the dimensions of the time

balance and the balance of satisfaction from its employees so that employees remain satisfied and prevent employee turnover. Career development, especially in the indicators of mutation opportunities and promotion programs, needs to be considered in order to fulfill employee job satisfaction and also become an effort to retain competent employees so that they do not have the intention or feeling of wanting to leave the company. Employers must pay attention to the degree of employee satisfaction by concentrating on the aspects of remuneration with the right indications and employing people in line with their interests and educational background in order to prevent workers from feeling like they need to leave or move on.

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