

The Effect of Work-Life Balance on Turnover Intention Mediated by Burnout

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ABSTRACT

The sales Officer (SO) is a banking employee in the lending section. To achieve the monthly target SO is willing to work overtime. This causes an unbalanced work life and makes employees very tired, then start thinking about changing jobs. The purpose of this study was to (1) determine the effect of work-life balance on turnover intention, (2) determine the effect of work-life balance on burnout, (3) determine the effect of burnout on turnover intention, and (4) determine the effect of work-life balance on turnover intention mediated by burnout. The population in this study were all banking employees in Indonesia who work in sales in the lending department. Sampling was carried out using a non-probability technique, namely convenience sampling. Data were analyzed using the PLS approach SEM method. Based on the research results, there are findings that WLB has no effect & is not significant on TI. WLB influences burnout, burnout influences IT, and WLB affects TI through burnout.

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1. INTRODUCTION

The financial business in Indonesia is a significant economic force in the country. Financial institutions vie to attract depositors, and once they do, it's up to the loan division to turn a profit while managing the funds. The home credit industry is one from that banks can make significant profits.

A Sales Officer (SO) in a bank is responsible for everything from potential research and document collection (including copies of identification papers, KTPs, bank records, and more) to escorting clients during credit deals and supervising the transfer of funds (Dini and Sari, 2013). So they must make monthly quotas, so they are actively vying for new creditors. They frequently put in extra hours to make the deadline. Because of this, the likelihood that a SO will leave their current position is significant. If employees work extra daily, fatigue can occur, leading to increased rates of planned attrition. An imbalanced work life due to frequent extras can also tire you. So can opt to cease functioning if the System is highly burned out.

This is terrible news for the business because it threatens to destabilize its current state. When a company experiences high employee turnover, it becomes wasteful and ineffectual because of the time and money needed to replace those workers (Setiyanto and Hidayati, 2017; Vellya, Pio, and Rumawas, 2020).

As Thakur and Bhatnagar (2017) state, work-life harmony practices can boost employees' desire to remain with the company. This is consistent with Jaharuddin and Zainol's (2019) findings, who found that workers who reported feeling a better equilibrium between their job and personal lives were less inclined to seek employment elsewhere.

Burnout and work-life imbalance are factors in employees' decisions to leave their current jobs, as shown by studies by Chen et al. (2019) and Soelton, Lestari, and Arief (2019). Employee fatigue increases the likelihood that a worker will consider leaving their current position. Alternatively, a healthy work-life mix may mitigate fatigue (Soelton et al., 2019). As Boamah and Laschinger (2015) suggested, increased fatigue can lead to high work-life conflict and, ultimately, high turnover intention. The phenomena and facts stated in the description above interested the researcher in research: "The Effect of Work-Life Balance on Turnover Intention Mediated by Burnout."

The purpose of this study was to (1) determine the effect of work-life balance on turnover intention, (2) determine the effect of work-life balance on burnout, (3) determine the effect of burnout on turnover intention, and (4) determine the effect of work-life balance on turnover intention mediated by burnout.

2. RESEARCH METHOD

Employees in the loan division of Indonesian banks made up the study's populace. A non-probabilistic method, convenience sampling, was used to collect the samples. To manage this raw data, the researchers used surveys with confined queries based on the Likert scale. This research employs a Partial Least Squares (PLS) model based on Structural Equation Modeling (SEM).

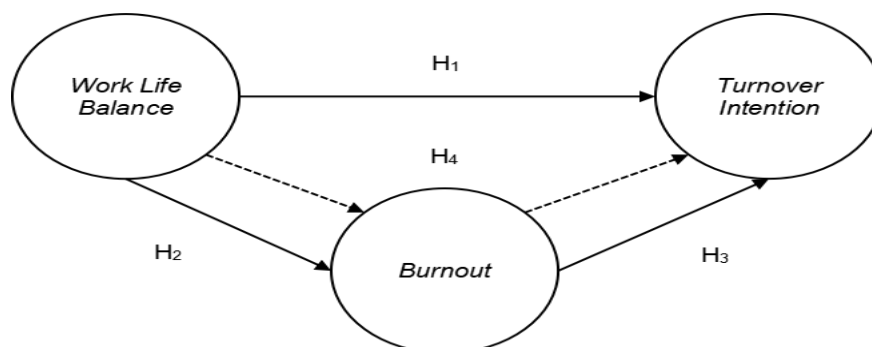


Figure 1. Research Model

Note:

H₁: WLB affects TI

H₂: WLB affects burnout

H₃: Burnout affects TI

H₄: WLB affects TI through burnout

3. RESULTS AND DISCUSSIONS

3.1 Results

Primary data processing using SmartPLS. The latent variables in this research are Work-Life Balance, Turnover Intention, and Burnout. Figure 2 is the result of the outer model analysis.

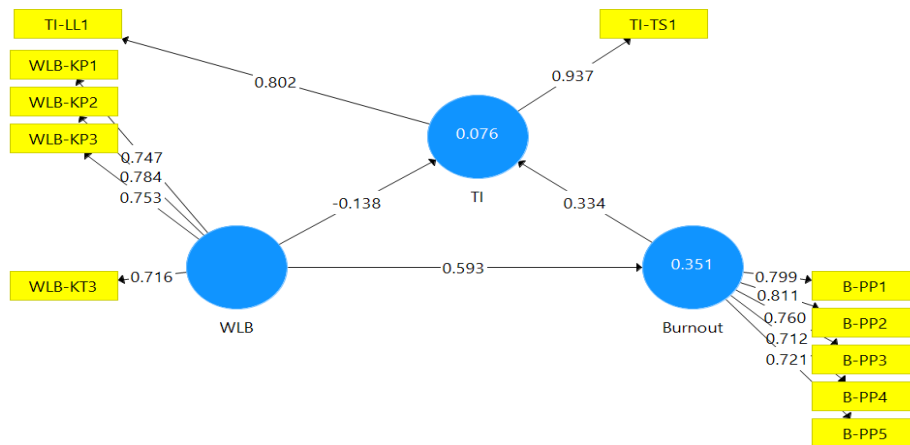


Figure 2. Outer Model Analysis Results

Figure 3 shows two indicators of turnover intention variables with a factor weight of more than 0.7, namely TI-LL1 (0.802) and TI-TS1 (0.937). Then there are four indicators for WLB variables with factor weights above 0.7, namely WLB-KP1 (0.747), WLB-KP2 (0.784), WLB-KP3 (0.753), and WLB-KT3 (0.716). Finally, there are five indicators of burnout variables that have a factor weight of more than 0.7, namely B-PP1 (0.799), B-PP2 (0.811), B-PP3 (0.760), B-PP4 (0.712), and B-PP5 (0.721). Table 1 shows a summary of the results of the outer model analysis.

Table 1. Outer Model Analysis Results

Criteria	Result	Critical Value	Model Evaluation
Convergent Validity	TI (lowest = 0,802) WLB (lowest = 0,716) Burnout (lowest = 0,712)	≥ 0,7	Good
Discriminant Validity (loading value)	TI (lowest = 0,802) WLB (lowest = 0,716) Burnout (lowest = 0,712)	≥ to its construct variable rather than to another construct variable	Good
Composite Reliability	TI = 0,864 WLB = 0,837 Burnout = 0,873	≥ 0,7	Good

By using the PLS Algorithm, it also produces a value of R². Table 2 shows the value of the coefficient of determination.

Table 2. Coefficient of Determination

Variable	R ²
TI	0,076
Burnout	0,351

The R² TI value is 0.076, meaning that WLB and burnout can explain the TI of 7.6%. While R² Burnout is 0.351, indicating that WLB can explain Burnout of 35.1%.

Hypothesis testing by looking at the internal model analysis. Figure 3 shows the results of the internal model analysis.

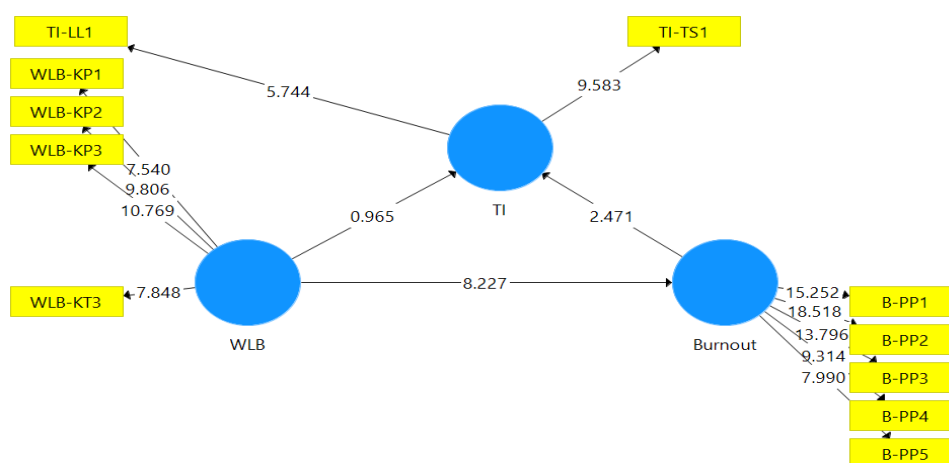


Figure 3. Inner Model Analysis Results

Table 3 shows a summary of the results of the internal model analysis. First, WLB and TI have a significant relationship. The T-statistic value is 0.965 (smaller than the t-table with $\alpha = 5\%$ of 1.96). The loading value is -0.138, which indicates a negative relationship. Thus rejecting hypothesis 1 or H_1 , namely, WLB does not affect TI.

Second, WLB and Burnout have a significant relationship. The T-statistic value is 8.227 (more extensive than the t-table with $\alpha = 5\%$ of 1.96). The loading value is 0.593, which indicates the direction of a positive relationship. Thus accepting hypothesis 2 or H_2 . Namely, WLB has a positive effect on Burnout.

Third, Burnout and IT have a significant relationship. The T-statistic value is 2.471 (more extensive than the t-table with $\alpha = 5\%$ of 1.96). The loading value is 0.334, which indicates the direction of a positive relationship. Thus accepting hypothesis 3 or H_3 . Namely, Burnout has a positive effect on IT.

Lastly, WLB, Burnout, and TI have a significant relationship. The T-statistic value is 2.188 (more extensive than the t-table with $\alpha = 5\%$ of 1.96). The loading value is 0.198, which indicates the direction of a positive relationship. Thus, accepting hypothesis 4 or H_4 , namely WLB, positively affects TI through Burnout.

Table 3. Inner Model Analysis Results

Relationship Path	Loading	T-Statistics	Significance ($\alpha=5\%$)
WLB -> TI	-0,138	0,965	0,335 (not significant)
WLB -> Burnout	0,593	8,227	0,000 (significant)
Burnout -> TI	0,334	2,471	0,014 (significant)
WLB -> Burnout -> TI	0,198	2,188	0,029 (significant)

3.2 Results

The findings contradicted H_1 , which hypothesized that WLB had no bearing on TI. Zamzamy et al. (2021) discovered that WLB did not affect IT, lending credence to the findings of the current investigation.

In addition, the scholar agreed with premise 2, which states that WLB has a substantial and favorable impact on Burnout. Soelton et al. (2020) found that WLB was associated with lower fatigue levels, consistent with their findings.

The study's authors also support the third theory that burnout has a beneficial effect on TI. This study's findings are consistent with those of Chen et al. (2019) and Soelton et al. (2020), which showed that businesses could take steps to lessen employee burnout, which can decrease the amount of time spent on IT.

A favorable and statistically significant effect of WLB on TI can be deduced from the data, so hypothesis 4 is also confirmed. The findings corroborate the findings of Boamah and Laschinger (2016), who found that burnout is a secondary cause of problems in IT.

4. CONCLUSION

Based on the study's results, WLB has no influence and is not significant on TI. These findings contradict the hypothesis WLB will affect TI. Determining indicators may affect this study, so it is necessary to conduct further research using other arrows.

The results of other studies show that WLB affects burnout, burnout affects TI, and WLB influences TI through burnout. Companies need to balance employees' work life by paying attention to employee burnout levels to avoid losing qualified employees.

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