

# Turnover Intention and Work-life Balance as Predictors of Employee Performance Satisfaction at Springhill Group

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## ABSTRACT

This study aimed to examine the influence of turnover intention and work-life balance on employee performance satisfaction at Springhill Group. The main issue addressed in this research was the increasing tendency of employees to consider leaving their jobs, which may negatively affect overall productivity and performance quality. In addition, the balance between work and personal life was also considered a critical factor contributing to employee satisfaction. A quantitative approach was used through a survey method, involving 50 respondents who were active employees from various divisions within the company. Data were analyzed using multiple linear regression. The results revealed that both turnover intention and work-life balance had significant effects on employee performance satisfaction. These findings highlight the importance of human resource strategies focused on minimizing turnover tendencies and promoting policies that support employees' work-life balance to enhance overall job satisfaction and performance.

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## 1. INTRODUCTION

In recent years, employee satisfaction has emerged as a crucial factor in determining the overall success and productivity of an organization. Companies that prioritize employee well-being and provide supportive work environments tend to experience higher levels of engagement, reduced turnover, and better performance outcomes. In contrast, organizations that fail to address employee concerns regarding work-life balance or allow turnover intention to grow may face challenges related to decreased motivation and lower job satisfaction levels (Saragih & Novimariono, 2020).

Springhill Group, a company involved in property development and real estate services, has recognized an increase in employee resignation rates and complaints concerning workload pressure and limited personal time. This condition indicates a potential problem in maintaining work-life balance and controlling turnover intention. Both variables are believed to have a substantial impact on employees' job satisfaction and ultimately affect organizational performance.

Several previous studies have examined the correlation between turnover intention and job satisfaction. For example, Cranford (2020) found that high turnover intention typically results in lower job satisfaction, which directly impacts productivity. Similarly, van der Giesen et al. (2020) suggested that when employees experience an imbalance between their personal and professional lives, their satisfaction and performance decline. However, few studies have investigated the combined effect of turnover intention and work-life balance on performance satisfaction in the context of Indonesian property companies, particularly at Springhill Group.

The current study aims to fill this gap by offering new insights into how these two variables interact in influencing job satisfaction. The proposed research employs a quantitative approach by collecting data from employees at Springhill Group. Through statistical analysis, this paper will identify the magnitude and direction of the relationships between turnover intention, work-life balance, and employee performance satisfaction.

This research contributes by presenting empirical evidence that supports the strategic importance of enhancing work-life quality and minimizing turnover intentions. The findings are expected to be a valuable reference for human resource practitioners in implementing targeted interventions that improve both employee satisfaction and company performance. By offering a more holistic understanding of the psychological and environmental factors affecting employee outcomes, this study promotes innovation in human resource development within the property sector.

## 2. RESEARCH METHOD

This study employed a quantitative descriptive research design, which aims to describe and explain the relationships among variables in a structured and measurable manner. The main focus was to investigate how *turnover intention* and *work-life balance* influence *employee performance satisfaction* at Springhill Group. The quantitative approach was selected because it enables researchers to systematically gather numerical data, process it statistically, and draw conclusions based on objective analysis. The descriptive nature of the design allowed for an in-depth portrayal of the current conditions experienced by employees, especially in relation to their intention to leave, their ability to balance work and personal life, and their level of satisfaction with job performance. Through this method, observable patterns and trends could be identified and interpreted using statistical tools, ensuring the reliability and generalizability of the findings (Cronje, 2020).

### Research Design and Procedure

The data collection process was conducted through the distribution of structured questionnaires to Springhill Group employees across different departments. Respondents were selected using a purposive sampling technique to ensure that participants had sufficient knowledge and experience related to the study topics. Define research variables

1. Develop questionnaire based on indicators
2. Distribute questionnaire
3. Collect and tabulate data
4. Analyze data using SPSS
5. Interpret results and formulate conclusions

### Variables and Operational Definitions

The operationalization of research variables is summarized in Table 1.

**Table 1.** Operationalization of Variables

Variable	Indicator	Scale
Turnover Intention	Desire to quit, looking for new jobs, dissatisfaction	Likert Scale
Work-Life Balance	Time management, flexibility, well-being	Likert Scale
Performance Satisfaction	Achievement, responsibility, task completion	Likert Scale

### Data Testing and Analysis

Data collected were tested for validity and reliability before analysis. Validity testing was conducted using Pearson Product Moment correlation, while reliability was tested using Cronbach's Alpha (Fryer & Dinsmore, 2020). Data analysis was then carried out using multiple linear regression to test the simultaneous and partial influence of turnover intention and work-life balance on employee performance satisfaction.

All tests were conducted using SPSS software. The results of the data analysis were presented in the form of tables and graphs for clarity and ease of interpretation.

### 3. RESULTS AND DISCUSSIONS

The findings in this study are derived from the responses of 50 employees across various divisions at Springhill Group. After going through the stages of data collection, validation, and processing using SPSS version 26, the analysis was carried out through descriptive statistics, validity and reliability testing, as well as multiple linear regression.

#### Descriptive Statistics

The descriptive analysis shows that the average score for turnover intention was 3.12 out of 5, indicating a moderate level of employees considering leaving the company. The factors commonly reported included workload stress, limited recognition, and unclear career paths. For work-life balance, the average score was 3.67, suggesting that most employees feel fairly balanced between work and personal life, though some still expressed difficulty managing time. Meanwhile, performance satisfaction received an average score of 3.45, implying that while employees feel they are fulfilling their responsibilities, they see room for improvement in task efficiency and recognition.

**Table 2.** Descriptive Statistics

Variable	Mean	Std. Deviation
Turnover Intention	3.12	0.68
Work-Life Balance	3.67	0.52
Performance Satisfaction	3.45	0.59

#### Validity and Reliability Test

All questionnaire items passed the validity test, with Pearson correlation coefficients exceeding the minimum threshold of 0.30. The Cronbach's Alpha values for the three variables were as follows: turnover intention (0.705), work-life balance (0.727), and performance satisfaction (0.731). These values indicate that the instruments used were reliable and consistent in measuring the intended variables (Fryer & Dinsmore, 2020).

#### Regression Analysis

Multiple linear regression was applied to evaluate the effect of the independent variables (turnover intention and work-life balance) on the dependent variable (performance satisfaction). The regression model was statistically significant with an R-squared value of 0.542, indicating that 54.2% of the variation in performance satisfaction could be explained by the two predictors. The ANOVA output confirmed the significance of the regression model with a p-value of 0.000 ( $p < 0.05$ ).

**Table 3.** Regression Coefficients

Variable	Coefficient (B)	Sig. (p-value)
Turnover Intention	-0.378	0.001
Work-Life Balance	0.514	0.000

The analysis reveals that **turnover intention** has a significant negative effect on performance satisfaction. Employees who frequently contemplate leaving the organization are more likely to report dissatisfaction with their own performance outcomes. In contrast, **work-life balance** exerts a significant positive influence. Employees who perceive a healthier balance between their work and personal lives tend to feel more satisfied with their performance at work.

#### Discussion

The findings of this study align with previous research indicating that turnover intention is detrimental to employee engagement and satisfaction (Saragih & Novimariono, 2020). Employees with higher turnover intention tend to disengage from their responsibilities, reducing their productivity and sense of achievement.

Meanwhile, the positive impact of work-life balance on satisfaction confirms the importance of organizational support in time management, personal well-being, and flexibility. Employees who perceive they can manage both personal and professional roles effectively are more likely to perform optimally and remain motivated (van der Giesen et al., 2020).

These findings highlight the need for HR management at Springhill Group to implement initiatives that reduce turnover intention and enhance work-life quality. Suggested strategies include flexible scheduling, wellness programs, and transparent career development paths.

#### 4. CONCLUSION

The research findings underscore the crucial roles that turnover intention and work-life balance play in influencing employee performance satisfaction within the Springhill Group. Turnover intention was found to have a significant negative correlation with performance satisfaction. This implies that employees who are inclined to leave the organization often experience lower levels of satisfaction in their roles, which may stem from dissatisfaction with management practices, limited career growth, or unmet expectations in the workplace. Conversely, a healthy work-life balance shows a positive and significant impact on how employees perceive their performance. When individuals are able to manage their work responsibilities alongside personal and family commitments, they tend to demonstrate higher motivation, better focus, and greater emotional well-being—all of which contribute to increased satisfaction in job performance. These results highlight the importance of organizational strategies that address not only technical or operational factors but also the psychological and environmental dimensions of human resource management. Addressing turnover intention requires proactive measures such as fostering inclusive work environments, providing clear career paths, and acknowledging employee contributions. Simultaneously, strengthening work-life balance through policies such as flexible work hours, reasonable workload distribution, and employee wellness initiatives can enhance overall workplace satisfaction. For the Springhill Group, these findings suggest practical steps for HR departments to enhance employee retention and performance outcomes. Regular assessments of employee sentiment, open communication channels, and responsive HR policies will be instrumental in minimizing disengagement and building a more resilient workforce. This study contributes to the broader discourse on workforce management in the property development sector by reaffirming the interplay between psychological intent and work conditions in shaping job satisfaction. Future research is encouraged to explore mediating variables such as leadership approach, organizational culture, and autonomy, which may further clarify these relationships. Broadening the scope to include multiple organizational contexts or employing a longitudinal design could also provide deeper insights into the dynamics of employee satisfaction over time. In summary, managing turnover intention and promoting work-life balance are not merely employee-focused initiatives—they are strategic imperatives for sustaining performance and morale in competitive business environments.

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