

The Effect of Work Life Balance on Turnover of Employees with Job Satisfaction Mediation (Study at PT. Ruang Raya Indonesia “Ruangguru.com”)

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Abstract

This research was conducted to analyze the effect of work life balance on employee turnover with job satisfaction as a mediating variable. The method used in this study uses a quantitative method with a descriptive approach and the data obtained is primary data by distributing questionnaires and secondary data obtained from the company. Based on the data obtained, it can be seen that the phenomenon is the turnover rate at PT. Ruang Raya Indonesia which is caused by work life balance problems by increasing job satisfaction must be further investigated to find a solution so that it is not in the high category.

Keywords

work life balance; turnover; job satisfaction



I. Introduction

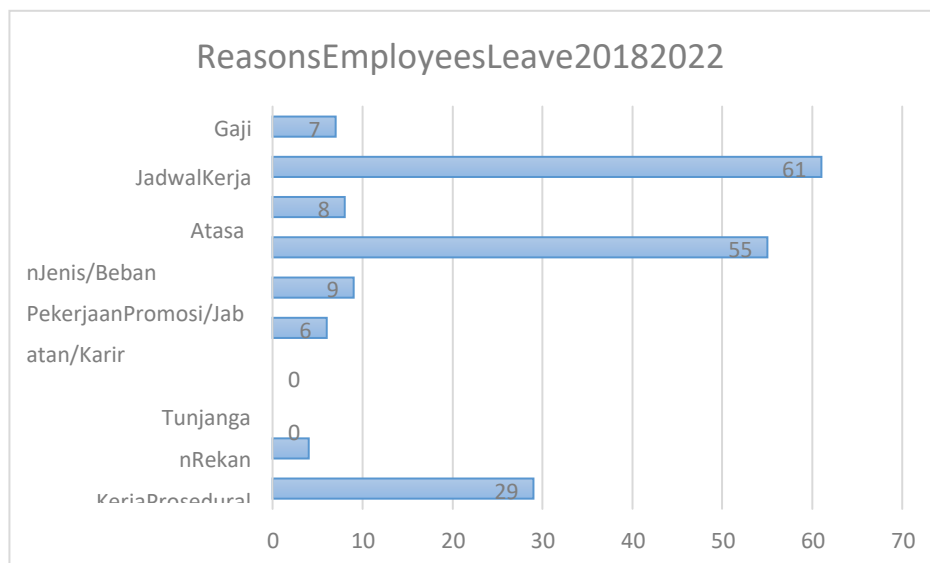
The value of investment in the business sector in Indonesia is growing, especially the value of investment in startup companies. Based on a study conducted by Google-AT Kearney in his book entitled "Indonesia Venture Capital Outlook 2017", startup investment in Indonesia is one of the main drivers of economic development in Indonesia. Startups are companies that have high uncertainty because they are still in the funding stage. One of the challenges faced by startup companies is the high turnover rate caused by high uncertainty within the company. This statement is also in line with the results of J. Daniel Kim's research (2020) that one of the problems faced by start-up companies today is a high employee turnover rate. High turnover is very dangerous because it threatens the morale of the remaining employees and causes losses in hiring costs and training (O'Connell & Kung, 2007; Pinkovitzetal., 1997). Of course, each division has a different turnover rate. The SalesCommercial Division is one of the divisions that has the highest turnover rate among all divisions in the company (Setianingtyas, Prasasti. 2012). PT. Ruang Raya Indonesia (Ruangguru.com) is one of the largest technology startups in Indonesia that focuses on education-based services. Ruangguru has more than 22,000,000 users, more than 10,000 employees, and manages 300,000 teachers who offer services in more than 100 subject areas. Ruangguru has been named the recipient of various awards such as the 2016 Google Launchpad Accelerator, UNICEF Youth Innovation Forum 2015, the Atlassian Foundation. The following is the sales division turnover data of PT. Ruang Raya Indonesia (Ruangguru).

Datachurn rate 2018-2022, Ruangguru Sales Division

Year	At the beginning	Employee Leave	At the End	Churn Rate
2018	12	6	15	44%
2019	15	4	32	17%
2020	32	12	34	36%
2021	34	30	76	54%
2022	76	127	45	209%

Source: JABARIPT Sales Department. RuangRayaIndonesia 2022

Based on the data above, we can see that the turnover rate of the Ruangguru sales division continues to increase every year. If we look at it from 2019 to 2021, the annual turnover rate ratio has doubled compared to the previous year. Especially in 2022, the increase in turnover is almost 4x, namely from 2021 by 54%, increasing to 209%. This shows that there are problems that occur in the Ruangguru sales division. The following is a data recapitulation regarding the reasons employees choose to quit their jobs.



Source: JABAR Sales Department PT. Ruang Raya Indonesia 2022

The data above explains the reasons why employees in the sales division chose to leave their jobs and we can see that the highest reason was the work schedule, then because of the type or workload they were working on, besides that because their personal lives were disturbed, promotions, superiors, salary and others. The several reasons for this indicate an association with the work-life balance and job satisfaction variables. According to Muhammad Javed's research (2014), one of the causes of the increase in turnover rates is an imbalance between personal life and work so that their Work Life Balance is disturbed and they do not feel satisfied at work. A similar diagnosis came from

a study by Katherine J. C (2009) which states that Job Satisfaction and Work-Life Balance affect employee turnover in several companies in the UK. Meanwhile, research from Muhammad Hafid (2017) also has the same results, namely Turnover is influenced by Work-Life Balance. Work Life Balance is sometimes referred to as work conflict which is the result of the stress level of employees so they do not feel satisfied at work (Mitchell, 1994). And to eradicate work conflict, employee stress levels must be identified and removed (James, 2003). One important factor that determines the success of an organization is work life policy and is defined as an indicator of the basic intensity of an organization, preferring work over family, thus prioritizing family over work can lead to physical and mental imbalances in employees. Providing a balanced time for work and family activities will certainly benefit employees and the organization (Thompson, Andreassi & Prottas, 2005). Based on the explanation above, researchers are interested in finding solutions to reduce the turnover rate at PT. Ruang Raya Indonesia caused by work-life balance problems by increasing job satisfaction.

Based on the identification of the problem above, the formulation of the problem in this study is as follows:

1). How do you describe the work life balance, job satisfaction, and turnover intention of employees at Ruangguru.com, the JABAR sales division? 2). How does work-life balance affect the job satisfaction of Ruangguru.com JABAR sales division employees? 3). How does the Work Life Balance affect the Turnover Intention of Ruangguru.com employees in the JABAR sales division? 4). How does Job Satisfaction affect the Turnover Intention of Ruangguru.com employees in the JABAR sales division? 5). Does Job Satisfaction mediate the effect of Work life balance on Ruangguru.com sales division JABAR employee turnover?

The results of this research are expected to provide benefits in the development of knowledge or practical benefits as described below:

1. Theoretical Benefits

It is hoped that this research can add references to management science studies, especially in human resource management (HRM) regarding employee turnover, job satisfaction and work-life balance and can be used as a reference in further research, to reveal more about the variables involved. discuss in this research.

2. Practical Benefits

a. For researchers

The benefits for researchers are adding new experiences related to research, and practicing self-competence in identifying and analyzing a phenomenon that occurs systematically by applying the theory that has been obtained so far.

b. For managers and related agencies

The results of this study are expected to be a suggestion, especially for the management of the JABARI sales division at Ruangguru.com, as well as being a reference in making decisions to anticipate and reduce turnover through work-life balance by increasing job satisfaction.

Judging from competitive history, the ability of employees is not used as the basis for success, it is even stated that employees are a cost that must be minimized (Cascio, 2015). However, nowadays HRM is used as a major factor in the success of an organization, besides that HRM is considered more important than technology or finance

in achieving competitive advantage. As revealed by Wilkinson (2016), that an organization needs to have the ability to innovate and learn, so that it places more emphasis on human resources. So it is important to have a policy and practice on how to manage and develop people in an organization. Human Resource Management (HRM) is a strategic and coherent approach to managing an organization's most valuable assets,

According to Dessler (2015), human resource management as policies and training to meet employee needs or aspects contained in human resources such as management positions, employee procurement or recruitment, screening, training, compensation, and employee performance appraisal. Every company has been ensured to be able to achieve effectiveness and efficiency in various aspects, so in achieving effectiveness and efficiency it is necessary to focus on HRM, as revealed by Wilkinsonetal (2009a, pp4-6) where there are three main concerns, namely:

1. A Human Focus(human focus), is a focus on employee rights and well-being, which can be seen in the current emphasis on work design, work-life balance and equality and diversity, which in essence, HRM focuses on managing work relationships and agreements between individuals and organizations.
2. A Resource Focus (Focus on Resources), that HRM focuses on employees as a resource in improving organizational performance.
3. A Management Focus (management focus), in recent years there has been a lot of focus on how the HR function has evolved. The HRM concept created by the Michigan School states that the HR system and organizational structure must be managed in a way that is in accordance with the organizational strategy, so there are four functions that must be carried out by each company, as follows:
 1. Selection (selection): matching available human resources with jobs;
 2. Appraisal (assessment): performance management;
 3. Rewards ('reward system'): one of the most underutilized by companies and often mishandled managerial tools in driving organizational performance.
 4. Development (development): a development process for employees who are to be much more qualified.

Meanwhile, according to Malayu SP Hasibuan (2016) the functions of human resource management are as follows:

1. Planning, where to planworkforce effectively and efficiently to suit the needs of the company in helping the realization of goals.
2. Organizing, is an activity to organize all employees by determining the division of labor, work relations, delegation of authority, integration, and coordination in the organizational chart.
3. Briefing is the activity of directing all employees, so they want to work together and work effectively and efficiently in helping to achieve company, employee and community goals.
4. Control, is an activity of controlling all employees to comply with company regulations and work according to plan.
5. Procurement, namely a process of withdrawal, selection, placement, orientation, and induction to get employees that match the needs of the company.
6. Development, a process of increasing technical, theoretical, conceptual, and moral skills of employees through education and training.

7. Compensation, is the provision of direct and indirect remuneration, money or goods to employees in exchange for services provided to the company.
8. Integration, is an activity to unite the interests of the company and the needs of employees, in order to create harmonious and mutually beneficial cooperation.
9. Maintenance, is an activity to maintain or improve the physical, mental and loyalty conditions of employees, so that they continue to work together until retirement.
10. Discipline, which is the most important function of human resource management and the key to realizing goals because without good discipline it is difficult to achieve maximum goals.
11. Dismissal is the termination of a person's employment relationship from a company.

From the explanation above, what is called Human Resource Management is a process of managing humans as a very important resource in a company as one of the determinants of competitive success.

Table 2. Reference

No	Writer's name	Title	Results
1	Luan Nguyen Dinh	<i>Determinants of employee engagement mediated by work-life balance and work stress</i>	<i>Work-life balance positive impact on Employee engagement</i>
2	Linh Giang Thi Nguyen, Huyen Thi Pham	Factors Affecting Employee Engagement at Not-For-Profit Organizations: A Case in Vietnam	Work life balance is positively and significantly associated with employee engagement
3	Riane Johnly Pio & Tinneke M. Tumbel	Effect of Work-Life Balance and Burnout on Job Satisfaction	Work-life balance has a positive and significant effect on job satisfaction
4	Niken Kusumawardani Saptono, Edy Supriyadi, Tabroni	The Effect of Work-life balance and Work Environment on Job Satisfaction through Employee Engagement with Mental Health as a Moderating Variable in Millennial Generation Employees (Case Study: Directorate of Finance of PT Angkasa Pura I (Persero))	Work-life balance has no effect on employee engagement. The variables work-life balance, work environment, and employee engagement have a positive and significant effect on job satisfaction.
5	Fenia Annamaria, Rondonuwu Wehelmina Rumawas & Sandra Asloei	The Effect of Work-Life Balance on Employee Job Satisfaction at the Sintesa Peninsula Hotel Manado	<i>Work-life balance</i> impact on employee job satisfaction
6	Maryo Wildo Wenno	The Relationship Between Work-Life Balance and Job Satisfaction in Employees at PT Pln Persero Ambon Area	There is connection positive and significant between Work-life balance and job satisfaction

No	Writer's name	Title	Results
7	Katharina Ninaus, Sandra Diehl, Ralf Terlutter	<i>Employee perceptions of information and communication technologies in work life, perceived burnout, job satisfaction and the role of work-family balance</i>	Mediation analysis shows that work-family balance reduces the negative effect of ICT demands on burnout. Higher levels of burnout reduce job satisfaction.
8	Diani Lestari & Meily Margaretha	<i>Work-life balance, job engagement and turnover intention: Experience from Y generation employees.</i>	<i>There is an effect of work-life balance on turnover intention</i>
9	Noufal Ahmadi Atthohiri	The Effect of Employee Engagement on Job Satisfaction with Work-life balance as an Intervening Variable	<i>Employee engagement</i> has a positive but not significant effect on job satisfaction, employee engagement has a positive and significant effect on work-life balance, work-life balance has a significant positive effect. On job satisfaction an Work-life balance can be mediated withfull medias category.
10	Chrisdiana, L., & Rahardjo, M	The Effect of Employee Engagement and Work-life balance on Turnover Intention in the Millennial Generation	There is a negative relationship between employee engagement and turnover intention and there is a relationship between the Work-life balance variable and turnover intention
11	James R. Jones & James K. Harter	<i>Race Effects on the Employee Engagement-Turnover Intention Relationship</i>	<i>Employee engagement was also positively correlated with both measures of intent to remain.</i>
12	Ridha Wiranti, Ayu Wulandari, Fauzan Sadat, Achmad Fauzan, and Andreas Wahyu Gunawan	Analysis of Employee Engagement on Employee Performance and Turnover Intention Through Organizational Commitment as an Intervening Variable for Private Bank Employees	<i>Employee engagement</i> does not have a significant effect on turnover intention

No	Writer's name	Title	Results
13	Chaohui Wanga, Jiahui Xua, Tingting Christina Zhangb, Qinglian Melo Li	<i>Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction</i>	<i>Employee engagement and job satisfaction have a negative effect on turnover intention</i>
14	Todd D. Smith, PhD, CSP, ARM	<i>An Assessment of SafetyClimate, Job satisfaction and Turnover Intention Relationships Using a National Sample of Workers from the United States</i>	<i>Job satisfaction werenegatively associated with respondents' turnover intention</i>
15	Yueng-Hsiang Huang et al	<i>Beyond safety outcomes: An investigation of the impact of safety climate on job satisfaction, employee engagement and turnover using Social exchange theory as the Theoretical framework</i>	<i>Job satisfaction was also a significant mediator between safety climate and employee engagement and turnover rate</i>
16	Mumtaz Ali Memon, Rohani Salleh, Mohamed Noor Rosli Baharomand Haryaani Harun	<i>Person - Organization Fit and Turnover Intention: The Mediating Role of Employee Engagement</i>	<i>Employee engagement mediates the relationship between Person-organization fit and Turnover intention</i>
17	Nour A. Elshahoryia, Ahmad Alathamneh, Iman Mahmoud, Fwziah Hammad	<i>Association of salary and intention to stay with the job satisfaction of the dietitians in Jordan: Across-sectional study</i>	<i>Intention to stay relate positive with Job satisfaction</i>
18	Mumtaz AliMemon,Rohani Salleh,Mohamed Noor Rosli Baharom and Haryaani Harun	<i>The relationship between work place violence, job satisfaction and turnover intention in emergency nurses</i>	<i>Job satisfaction has a significant negative effect on turnover intention</i>
19	Mumtaz Ali Memon, Rohani Salleh & Mohamed Noor Rosli Baharom	<i>Linking Person – Job Fit, Person - Organization Fit, Employee Engagement andTurnover Intention: A Three – Step Conceptual Model</i>	<i>Employee engagement mediates the relationship between antecedents and turnover intention</i>

No	Writer's name	Title	Results
20	Shimei Joylynn Quek, et al.	<i>Distributed leadership as a predictor of employee engagement, job satisfaction and turnover intention in UK nursing staff</i>	<i>Higher levels of distributed leadership predict increased employee engagement and job satisfaction, and lower turnover.</i>

II. Research Method

The research method is a scientific way to obtain data with specific goals and uses (Sugiyono, 2016). The method in this study uses a quantitative method with a descriptive approach.

Descriptive research is used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations (Sugiyono, 2016). The goals of descriptive research include describing the mechanism of a process and creating a set of categories or patterns (Priyono, 2016).

Research using this method will obtain information from the population and collect it directly at the scene empirically with the aim of knowing the opinion of some of the population on the object being studied.

III. Discussion

Armstrong (2020) states that Human Resource Management (HRM) is a strategic and coherent approach to managing an organization's most valuable assets, namely the people who work there individually and collectively contribute to achieving goals. So it is important to have a policy and practice on how to manage and develop people in an organization. One of the functions of Human Resource Management has a relationship with the variables studied, namely an activity to maintain or improve the physical, mental and loyalty conditions of employees, so that they continue to work together until the end of the working period. This relates to the variables studied, namely work-life balance, job satisfaction, and employee turnover.

Then Robbins and Judge (2015) stated that organizational behavior is a field of study that investigates the impact of individuals, groups, and structures on behavior in organizations, with the aim of applying this knowledge to improve organizational effectiveness. The variables examined in this study are work-life balance, job satisfaction, and employee turnover.

Another theory explains, the relationship between Work-life balance and Job satisfaction is that Work-life balance is satisfaction and as a good function at work and in the family which is an individual demand so that this can minimize conflicts that could arise from these two demands (Clark, 2000:751).

In addition, work-life balance is a situation when a person is able to share roles and feels satisfied in these roles, as indicated by the low level of work family conflict and the high level of work family facilitation or work family enrichment.

In the world of work, several maintenance factors can be in the form of remuneration, physical working conditions, job certainty, pleasant supervision, and others.

However, in reality employees often experience pressure either internally or externally. For pressure from within, such as feeling uncomfortable with the work being done because working outside the field is a high risk. Then pressure from outside due to poor relations between employees, unsupportive environmental conditions, often scolded by superiors, can be a factor causing employee satisfaction (Herzberg, 2013). In addition to these maintenance factors, the compensation factor is also considered to affect worker productivity or performance. Giving compensation (rewards) should be associated with work performance

IV. Conclusion

Based on secondary data and discussion of the Effects of Work Life Balance on Employee Turnover with Job Satisfaction as a Mediator Variable, the turnover rate at PT. Ruang Raya Indonesia which is caused by work-life balance problems with increased job satisfaction is in the high category and will be further investigated to find a solution so that it is not in the high category.

The suggestions given by the researcher for the object under study are:

1. Recruit the Right Candidates From the Beginning.
2. Arrange Appropriate Compensation and Benefits to Avoid High Turnovers.
3. Pay Attention to Employee Needs.
4. Challenge Employees to Continue to Grow.
5. Build a Positive Work Environment.

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