

## Effect of work life balance on intention to stay with work engagement as a mediation

Muhammad Kevin<sup>1</sup>, Syahrizal<sup>2\*</sup>

<sup>1,2</sup>Department of Management, Padang State University, Padang, Sumatera Barat, Indonesia

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### ABSTRACT

This study aims to determine the effect of work life balance on the Intention to stay with work engagement as a mediator. The population in this study were employees of PT. GlobalCom Indonesia. While the sample used amounted to 67 employees. Data collection is done through distributing questionnaires and data processing is done through smart PLS. The results of this study indicate that work life balance has a positive and significant effect on work engagement, work engagement has a positive and significant effect on intention to stay, work life balance has a positive and significant effect on Intention to stay and work life balance has positive and significant effect on Intention to stay with work engagement as a mediating variable.



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\* Corresponding author: e-mail: [Syahrizal@fe.unp.ac.id](mailto:Syahrizal@fe.unp.ac.id)

## INTRODUCTION

Human resources are an important factor for a company to function productively to achieve the company's goals. The company's human resources require professional management in order to realize a balance between employee competence and organizational needs. Employees who have high competence are always maintained and developed so that they want to stay in the company. Employees who want to stay in the company are preceded by their intentions.

One of the large companies located in the city of Padang is PT. Global Comm Indonesia. PT. Global Comm Indonesia is a company as a provider of various high-quality telecommunication system installation service products to its customers. The company has 67 employees. Most are employees of non-specific time work agreements (PKWTT) by having this task of course requiring a human component that has a high organizational commitment. Based on observations and interviews that the author conducted on employees, the phenomenon that occurs in employees at PT. Global Comm Indonesia There is an increase in employee exits in 2020 and job dissatisfaction in the company. This is because salary is a factor in dissatisfaction, because employees feel the salary they receive does not match the workload they receive.

Intention to stay is very important for the company to maintain the balance of the company. Intention to stay is the desire shown from employees to stay in the organization they work for despite attractive offers elsewhere (lyonin Kemie & Purba, 2019). Previously (Johanin Johari et al., 2012) stated that intention to stay is the desire of employees to stay organized in the long term. Intention to stay is very important for the company because it can describe the desire of employees to be loyal to the

company. Based on the results of research conducted by Liew et al., (2016) the positive impact of a good HR management strategy is the high intention to stay in employees. Damayanti, (2013) stated that Intention to Stay plays an important role in achieving organizational goals and is reinforced by (Ghosh et al., 2013) that employees who decide to leave the organization will result in decreased organizational productivity. Furthermore, there are factors - intention to stay factors are influenced by a number of factors based on the results of previous research according to (Hurley et al. 2003; Stroh et al) the intention to stay of the company can be caused by a variety of factors, including work life balance. Inability to balance work and family responsibilities can affect the rate of absenteeism and turnover (Fonseca & anil, 2001).

Work engagement can be caused by several factors where employees feel enthusiastic in doing work in an effort to achieve company goals. Employees who are attached to their jobs will be more enthusiastic about facing challenges in their work (Sharma & Kumra, 2020). It demonstrates the influence of work life balance on engagement work that increases employee commitment, loyalty, and productivity. This statement is supported by a study on Jaharuddin & Zainol research, (2019) with 213 executive employees in Lembah Klang, Malaysia as respondents and the results show there is a direct relationship between work life balance and work engagement. This study only focuses work life balance as a factor that influences work engagement.

The existence of work life balance towards employees will increase work engagement in companies that have a sense of responsibility for their work, a spirited attitude in work and focus in dedicating themselves to the organization. So that employees show an attitude tend to stay in an organization. Jaharuddin & Zainol, (2019) found the right balance between work and the demands of life is preempting for employee engagement, High employee engagement can lead the organization to success which causes employees to have passion, focus and dedication in work, with which they have responsibility for their work in an organization. This reduces the desire to leave the company. This research was conducted on one of the large companies located in the city of Padang, namely PT. Global Comm Indonesia. PT. Global Comm Indonesia is a company as a provider of various high-quality telecommunication system installation service products to its customers. The company has 67 employees. Most are employees of non-specific time work agreements (PKWTT) by having this task of course requiring a human component that has a high organizational commitment. Based on the above phenomenon, the author is interested in discussing it in more detail, and will write it in the form of a thesis entitled: Influence of Work Life Balance against intention to Stay With Work engagement as a Mediation

## LITERATUREREVIEW

### **Intention To Stay**

Intention is the resulting intention or desire to do something in person. Therefore, intention to stay can be interpreted as the tendency or intention of employees to continue to work in their work a voluntary according to their own choice (Siahaan, 2014). According to Johanim Johari et al., (2012) explained the definition of intention to stay as the employee's intention to continue working relationships in the organization for a long period of time. According to Lyon in Kemie & Purba, (2019), intention to stay is the attitude shown from employees to bond and stay in the organization they work for despite attractive offers elsewhere. Added by Castle et al., (2007) which states that Intention to Stay in the organization is influenced by characteristics, such as personal characteristics, characteristics related to roles in the company, company facilities, opportunities for employee turnover, and the characteristics of the job itself.

Based on some of the above understandings it can be concluded that intention to stay is very important for the company. In this study, to measure intention to stay at PT. Global Comm Indonesia, then used indicators according to (Kemie & Purba, 2019) which is 1) Never thought to get out of the current workplace. 2) Never think about changing jobs. 3) Intending to spend a period of work in this

organization.4) Will still stay in this organization for a long time.5) This organization is a self-appropriate workplace

### **Work Engagement**

According to Saks in Ugaddan & Park, (2017) work engagement is defined as "a distinct and unique construction consisting of cognitive, emotional, and behavioral components associated with the performance of individual roles". Employees who are attached to their jobs will be more enthusiastic about facing challenges in their work (Sharma & Kumra, 2020). The employees involved can develop a positive work and organizational attitude among employees, and provide a competitive advantage and a better understanding of how employees perform in public service (Vigoda-Gadot et al in (Ugaddan & Park, 2017). Work engagement is also referred to as one of the positive organizational concepts that practitioners are most interested in because it has an impact on one's performance (Leiter & Bakker, 2010). According to Sandhya and Sulphrey in S & M M, (2020) work attachment is the positive or negative emotional attachment of employees to their work, colleagues, and organizations that greatly influences their willingness to learn and perform in the workplace. According to Bakker *et al* in Milliman et al., (2018) there are several indicators of Work engagement: 1) Vigor, this dimension is characterized by a high level of energy, enthusiasm, and resilience in work. In addition, vigor is also characterized by a willingness to contribute work to the maximum and unyielding despite facing difficulties. 2) Dedication, this dimension is characterized by a deep association with one's work that involves signification, motivation, and challenge. This can also be seen from the assumption that he is needed in the work. Absorption, this dimension is characterized by the presence of a full involvement with one's work duties. It can also be seen from concentration and full attention to work, feeling time quickly passed while working, and find it difficult to get away from work.

### **Work Life Balance**

Journal et al., (2014) explains that the concept of work life balance is based on the idea of paid work and personal life should be seen less as the opposite priority and more importantly according to a full life. Schemerhorn in Ganapathi, (2016) reveals that work life balance is a person's ability to balance the demands of work with personal and family needs. Greenhaus in Mohd Noor, (2011) defines *work life balance* as the degree to which an individual aligns his or her involvement and satisfaction in a work *role* and a family *role*. Moore, (2007) defines a good *work life balance* as a situation in which employees feel that they are capable of balancing work and commitment outside of work. Employees as individuals always seek balance in their lives in order to maintain their existence, including when doing work activities. The balance between personal life and work becomes a necessity for each individual to create a quality and meaningful life (Utami, 2017). Work-life balance itself is defined as satisfaction in all aspects of life, both professional and personal, and it can be achieved even when individuals have long working hours (Meenakshi, Subrahmanyam, and Ravichandran, 2013). To measure work-life balance according to McDonald and Bradley in Ramadhani, (2013) namely: 1) Time Balance, Regarding the amount of time given to work and activities outside of work. 2) Balance of engagement, level of psychological involvement and commitment in work or out of work. 3) Balance of satisfaction, Related to the level of job satisfaction at work and things outside of work. Organizations can implement a variety of work life balance programs that can help their employees balance work and family responsibilities, improve well-being and provide organizational benefits (Lazăr et al., 2010).

### **Research Hypothesis**

Relationships between variables can be described as follows:

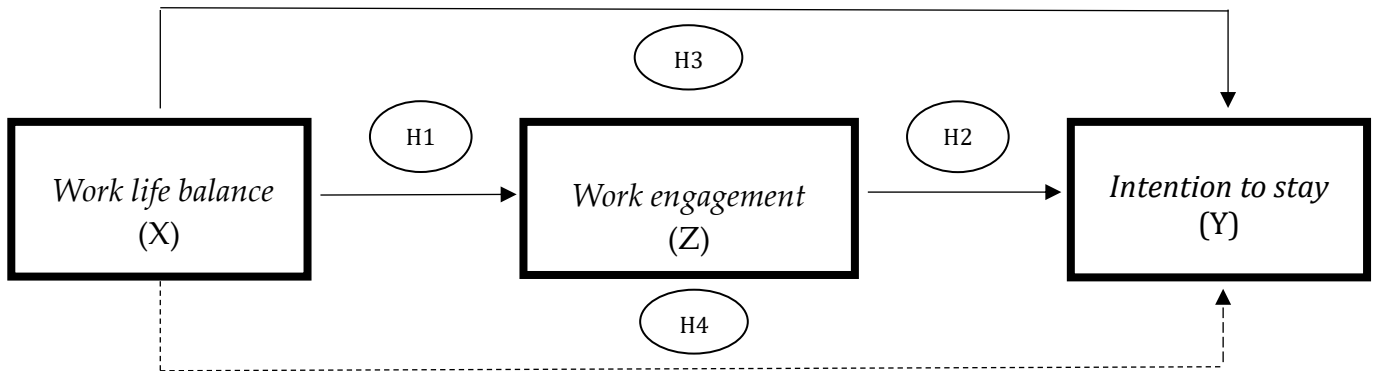


Figure 1. Outer Early Model of Research

- H1: Work life balance has a significant and positive effect on work engagement in PT. Global Comm Indonesia
- H2: Work engagement has a significant and positive effect on intention to stay at PT. Global Comm Indonesia
- H3: Work life balance affects intention to stay at PT. Global Comm Indonesia
- H4: work engagement mediates the influence of work life balance on intention to stay at PT. Global Comm Indonesia

## METHOD

This type of research is quantitative design. The population of this study is all employees at PT. Global Comm Indonesia numbered 67 people. By studying the sample researchers will be able to draw conclusions that can be generalized to the research population in this study as a sample of all employees at PT. Global Comm Indonesia numbered 67 people. According to Arikunto (2002: 112) if the population is less than 100 people, then the entire population is taken to be sampled. Sampling in this study is by census method according to Sugiyono (2002: 61-63) states the census is a technique of determining samples when all members of the population are used as samples. Data collection techniques conducted in this study, namely observations, questionnaires and interviews.

The data analysis technique in this study is to use data analysis methods using SmartPLS software. PLS (Partial Least Square) is a variant-based analysis of structural equations (SEM) that can simultaneously test measurement models as well as structural model testing. Measurement models are used for validity and rehabilitation tests, while structural models are used for causality tests (hypothesis testing with predictive models).

## RESULTS AND DISCUSSIONS

### Descriptive Analysis Results

#### Intention to stay

The distribution of intention to stay variables consists of 6 question items. The following will be explained about the distribution of intention to stay employee frequencies at PT. Global Comm Indonesia shows an average accumulated score of 3.6 and TCR of 72% where this value is categorized as sufficient. Thus it can be concluded that the intention to stay employees at PT. Global Comm Indonesia is said to be enough and can still be improved again.

**Work engagement**

The result of the Work engagement frequency distribution calculation consists of 15 question items. For more details can be seen in the following shows the average accumulation of scores of 3.62 and TCR of 72.4% where this value is categorized sufficiently. Thus it can be concluded that the work engagement of PT. Global Comm Indonesia is said to be enough and can still be improved again.

**Work life balance**

The work life balance frequency distribution consists of 12 question items. The statement indicates an average accumulated score of 3.64 and a TCR of 72.2% where this value is categorized as sufficient. Thus it can be concluded that the work life balance of employees at PT. Global Comm Indonesia is said to be enough and can still be improved again.

**Results of Inferential Analysis**

This research uses data analysis methods using *Smart PLS* software. PLS (*Partial Least Square*) which is a variant-based analysis of structural (SEM) equations that can simultaneously perform measurement model testing as well as structural model testing.

**Measurement Model**

The measurement model (*inner model*) is used to assess the validity and reliability of the model.

**Convergent Validity**

Based on the results of validity tests conducted using SmartPLS 3.0, through pls calculations by looking at outer loading values it can be known that innovative work behavior variables, inclusive leadership and organizational support perception have a greater correlation value than r-table which is more  $\geq 0.5$ . So it can be concluded that the statement indicator used has good validity. The AVE value for innovative work behavior variables is 0.710, inclusive leadership is 0.654 and for organizational support perception variables is 0.559. From the tilapia of each AVE on each indicator, the indicators on each construct have been valid with the other items in one measurement.

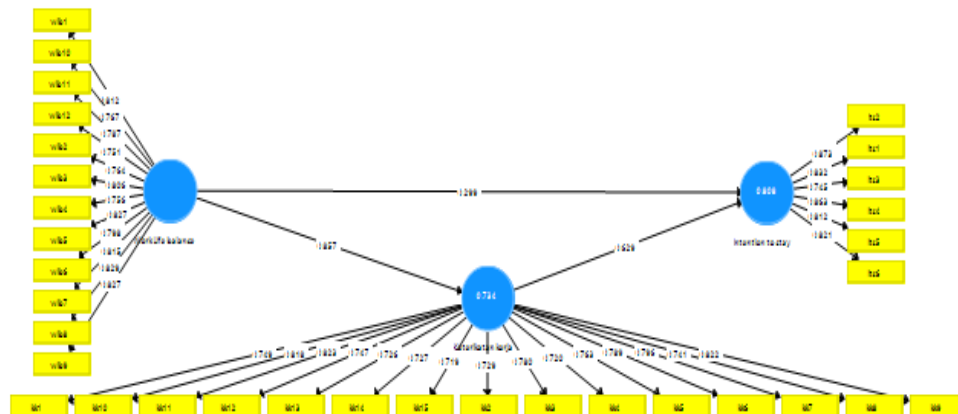


Figure 2. Outer Models Early Research

**Discriminant Validity dan Composite reliability**

*Discriminant validity* is to compare the Square Root of *Average (AVE)* for each construct with the correlation between the construct and the other constructs in the model. Construct is said to be valid if it has an AVE value of  $> 0.5$ . Here are the results of *discriminant validity* testing

**Table1. Discriminant validity Test Results – AVE Value**

	AVE	Composite Reliability
Intention to stay	0,681	0,927
Work engagement	0,584	0,955
Work life balance	0,633	0,954

Source: Results from processing SmartPLS3, 2021

Based on the results of the above values it can be concluded that from the results of each variable has an AVE value above 0.5. Then all indicators have qualified *Discriminant validity* and the composite value *reliability* for all constructs is above 0.7 which indicates that all constructs on the model estimated to meet the criteria or *reliable*.

### R-Square

This analysis is done to see the effect of exogenous variables on endogenous variables. Here are the r-square values in table 3:

**Table 2. R-square Analysis Results**

	R-square
Intention to stay	0,808
Work engagement	0,734
Work life balance	

Source: Results from processing SmartPLS3, 2021

Table 3 shows the value of *R-square* intention to stay obtained by 0.808 or 80.8% means that intention to stay can be influenced by work engagement variables and work life balance of 80.8% and the rest is influenced by other variables. As for the work engagement variable obtained by 0.734 or showing 73.4%. it means that work engagement is influenced by work life balance of 73.4% and the rest is influenced by other variables.

### Hypothesis Testing

Hypothesis testing is done using the bootstrapping method in SmartPLS 3.0 software so that the relationship of exogenous variable influence on endogenous variables is obtained as follows. The hypothesis test is done by looking at the t-statistic produced by the structural model (Inner model). The research hypothesis is acceptable if the t-statistic > 1.96. Here are the results of the direct influence hypothesis test:

**Table 3. Results of Inner Model Analysis**

Direct Influence Hypothesis					
	Original sample (O)	Average sample	Standard deviation	T Statistics	P Value
Work life balance > work engagement	0,857	0,857	0,041	20,791	0,000
Work engagement > intention to stay	0,629	0,640	0,129	4,878	0,000
Work life balance > intention to stay	0,299	0,290	0,136	2,198	0,028
Hypothesis of Indirect Influence					
	Original sample (O)	Average sample	Standard deviation	T Statistics	P Value
Work life balance > work engagement > intention to stay	0,539	0,548	0,115	4,680	0,000

Source: Results from processing SmartPLS3, 2021

1. The work life balance variable has a positive and significant effect on work *engagement*, with T-Statistics of  $20,791 > 1.96$  and p values of  $0.000 < 0.005$ , while the path coefficient value is 0.857.
2. The *work engagement* variable has a positive and significant effect on intention to stay, with T-Statistics of  $4,878 > 1.96$  and p values of  $0.000 < 0.005$  while nilai path coefficient of 0.629.
3. The work life balance variable has a positive and significant effect on intention to stay, with T-Statistics of  $2,198 > 1.96$  and p values of  $0.028 < 0.005$  while the path coefficient value is 0.299.
4. Indirect variable coefficients obtained t-statistical values of indirect influence of inclusive leadership on employees' innovative work behavior through the perception of organizational support of  $4,680 > 1.96$ , and pathway coefficients of 0.539. So it can be concluded that work life balance has a significant effect on employee intentions to stay through work engagement.

## CONCLUSION

Based on the purpose of the research, the formulation of the problem and the results of the study with the discussion that has been presented, it can be concluded as follows:

1. There is a direct and significant and positive influence between work life balance and work engagement on employees of PT. Global Comm Indonesia. It is an employee at PT. Global Comm Indonesia has felt that the work life balance applied can affect how they are tied to their work.
2. There is a direct and significant and positive influence between work engagement and intention to stay on employees of PT. Global Comm Indonesia. This means that employees of PT. Global Comm Indonesia feels that work engagement is good enough to influence how they want to survive in the company.
3. There is a direct and significant and positive influence between work life balance and intention to stay on employees of PT. Global Comm Indonesia. This means that employees of PT. Global Comm Indonesia feels that the work life balance is good enough to affect how they want to survive in the company.
4. There is a direct and significant and positive influence between work life balance and intention to stay through work engagement on employees of PT. Global Comm Indonesia. This means that employees of PT. Global Comm Indonesia feels that the work life balance is good enough with good work engagement it will increase intention to stay or the intention to survive in the company.

## LIMITATIONS

This study has limitations, among others, this study uses a sample of 67 employees at PT. Global Comm Indonesia. The authors also limited the issues the authors studied on factors that the authors said had an effect on intention to stay, work life balance, workengagement.

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