

# THE EFFECT OF JOB SATISFACTION AND WORK-LIFE BALANCE ON EMPLOYEE TURNOVER INTENTION IN REAL ESTATE INDUSTRY

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## Abstract

This study aims to: 1) To find out the description of job satisfaction, work-life balance, and turnover intention of generation Y employees in the real estate industry in Kebon Sirih, Central Jakarta, 2) To find out the effect of job satisfaction on turnover intention of generation Y employees in the real estate industry in Kebon Sirih, Central Jakarta, 3) To find out the effect of work-life balance on turnover intention of generation Y employees in the real estate industry in Kebon Sirih, Central Jakarta, 4) To find out how much the contribution of job satisfaction and work-life balance to turnover intention of generation Y employees in the real estate industry in Kebon Sirih, Central Jakarta. This research was conducted on 104 generation Y employees in the real estate industry in Kebon Sirih, Central Jakarta using survey methods by distributing questionnaire which then processed with SPSS software version 25. The outcome of this study show that the level of job satisfaction and work-life balance of generation Y employee in the real estate industry in Kebon Sirih, Central Jakarta are low, the level of turnover intention of generation Y employees in the real estate industry in Kebon Sirih, Central Jakarta is high, job satisfaction and work-life balance has a negative and significant effect on turnover intention partially, and the model of job satisfaction and work-life balance can predict employee turnover intention.

**Keywords:** Job Satisfaction, Work-life Balance, Turnover Intention, Generation Y

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## INTRODUCTION

Based on data from Badan Pusat Statistik Indonesia (2019), of 129 million Indonesian worker, 51 million workers are generation X and 59 million workers are generation Y. In the next following years, generation Y will become the main person in charge for the continuity of activities in the company. Generation y employee certainly has dissimilar characteristic compared to other generation and this should to be known and understood by the company before making a decision (Asih & Zamralita, 2017). According to Howe and Strauss (2007), generation Y or millennials is a generation born from 1982 to 2004. Generation Y is known as a generation that has characteristics such as close with technology, creative, innovative, actively explores new things, easily bored, apathetic, individualistic, egocentric, and difficult to be loyal and committed to the ir work (Ali & Purwandi, 2016; and Oktariani et al., 2017).

The survey outcomes from the Deloitte Global Millennial Survey (2019) of 13.416 generation Y employees in 42 different countries (including Indonesia) stated that 49% of generation Y employees will leave their within the next two years. Another survey results from IDN Research Institute and Alvara Research Center (2019) stated that 35.1% of 1.400 generation Y respondents in Indonesia said they would work for only 2-3 years inside the same company. These survey result described over indicate the high turnover intention of millennial generation. The existence of turnover intention can lead to actual turnover in the company. There are several negative effects caused by high employee turnover rates in a company that are related to the increase in costs such as recruitment costs and retraining costs (Santoni & Harahap, 2018). In addition to cost, a high turnover rate in a company can also reduce company efficiency and productivity (Azeez & Adeoye, 2016).

Thus, company needs to understand what are the elements that cause employee turnover intention, in particular generation Y employees within the company. Several elements that become reasons generation Y employee have turnover intention are job satisfaction and work-life balance (Anggraini & Ardi, 2020).

The outcomes of the Global Leadership Study 2016 carried out by Dale Carnegie related to employee turnover intention in Indonesia show that more than 30% of employees in Indonesia plan to find another job in the near future, 20% of employees have plans to change companies in the following year, and 13% of employees said they were looking for a new job. Director of National Marketing Dale Carnegie Indonesia stated that the cause of this was job satisfaction which was influenced by the behavior of superiors in the company (Liputan6.com, 2018)

Furthermore, based on the Deloitte Global Millennial Survey (2019), several of the main reasons for the emergence of generation Y turnover intention are related to job satisfaction such as dissatisfaction with revenue or monetary wages (43%), lack of possibilities to advance (35%), and

lack of learning and improvement opportunities (28%). The two surveys display that one of the main motives an employee wants to leave their job is job dissatisfaction.

According to Robbins and Judge (2015), one of the four responses employee shows when they dissatisfied with their work is exit (leaving the company). On the other hand, an employee's satisfaction with his work can make the employee optimal at work and create an attachment to his work so that it reduces the chances of an intention to quit his job (Waspodo et al., 2019). The two statements indicate whether or not the employee is satisfied with his job affects his intention to exit the company.

In addition to job satisfaction, another element that can caused the employee intention to exit the company is work-life balance. The larger part of respondents in a survey performed by Emancipate Indonesia of 227 young workers in Jakarta admitted that they did not encounter work-life balance (Emancipate.id, 2019). Furthermore, according to the Indonesia Millennial Report (2019) survey, as many as 83.2% of millennial juniors (20-27 years old) and 84.1% of millennial seniors (28-35 years old) show that Generation Y prefers to work with time flexibility or work free of time, so consider work-life balance.

According to Branham (2012), one of the hidden reasons an employee leaves his company is the work life imbalance. Employees who have an excessive workload that requires them to work overtime will lose their time with their families as well as time to interact with their social environment. This is often become one of the hidden motives an employee has to exit the company. Withdrawal signs and indication including frequent absences and turnover will be shown by employees who do not experienced work-life balance (Hughes & Bozionelos, 2007). Disruption in an employee's work-life balance may cause employees to switch jobs to another enterprise or choose to stop working (Meydiana et al., 2018).

Regarding the turnover intention of generation Y employees, the researcher selected two companies engaged in the real estate industry in the Kebon Sirih area, Central Jakarta, namely PT "X" and PT "Y" as research objects. PT "Y" itself is a subsidiary of PT "X" and the two companies are in the same holding, the same organizational structure, also have the same work location in the Kebon Sirih area, Central Jakarta. From 157 employees and 62 employees at PT "X" and PT "Y", 97 and 34 employees are Generation Y and the rest are Generation X. Thus, employees in both companies have been dominated by Generation Y.

Based on data obtained from HR, both companies have high turnover rates. PT "X" had a high turnover rate in 2018 and 2019 of 25.45 percent and 27.64 percent, respectively. A high turnover rate also occurred at PT "Y" in 2017, 2018 and 2019 with 12.94 percent, 19.17 percent, and 40.9 percent respectively. Gillies stated that the employee turnover rate in the company is normal with a range of five to ten percent per year and is high when it exceeds ten percent per year (Rachim,

2020). Both companies also have an increase in employee turnover rates each year in the 2017-2019 period. In 2017, the employee turnover rate was 5.60%, in 2018 it increased to 25.45% and in 2019 it increased to 27.64%. While at PT "Y", the turnover rate in 2017 was 12.94 percent, then it increased in 2018 to 19.17% and in 2019 it increased again to 40.9%. It is essential for both companies to concern about the problem of high turnover rates judging the negative effects that will be caused.

From the outcomes of pre-study conducted by the researcher to 30 generation Y employees in both companies, it is known that generation Y employees in the real estate industry in Kebon Sirih Area, Central Jakarta have a high level of turnover intention. Reflected from 26 out of 30 employees that have the thought of quitting their current job, 29 out of 30 employees that intended to find a new job, and 19 out of 30 employees that intended to exit the company as quickly as possible. Judging from the outcomes of pre-study, it was also found that job dissatisfaction and work-life imbalance are the two main reasons for employees who intend to leave the company.

In addition to the social phenomena that explained over, the existence of research gap on the variables of job satisfaction, work-life balance on turnover intention is also the reason for the researcher to conducting this study. Research performed by Wang et al. (2020), Ibrahim et al. (2016), Lin and Huang (2020), O'Connor (2018) indicates that job satisfaction has a negative and significant effect on employee turnover intention. Meanwhile, a recent study from Dewi and Nurhayati (2021) demonstrates that job satisfaction does not influence employee turnover intention. On the other hand, outcomes of the research carried out by Fayyazi and Aslani (2015), Lestari and Margaretha (2020), and Abdien (2019) indicates that work-life balance has a negative and significant effect on employee turnover intention. In the interim, Nafiudin (2017) on his study shows work-life balance does not influence employee turnover intention. Based on the research background, phenomenon, and research gap, the researcher took the title *The Effect of Job Satisfaction and Work-life Balance on Employee Turnover Intention in Real Estate Industry*.

The outcomes of this research expected be useful theoretically and practically. Theoretically, the outcomes of this research expected to support, complement, or refute the theory or outcomes of previous research which is certainly useful for the benefit of science. Practically, the outcomes of this research can be used for the company to be considered in solving problems that occur within the company itself that related to turnover intention problems.

## **LITERATURE REVIEW**

### ***Turnover Intention***

Mobley (2011) believes that turnover intention refers to the tendency of employees to voluntarily leave or switch jobs from one company to another according to their own choice. Nevertheless, turnover intention can also become an approximation of the level of workers who certainly want

to exit the company within the close (Long et al., 2012). When someone wants to find alternatives job opportunities in other better companies, there will be a turnover intention (Rony, 2016). Based on these definition, turnover intention can be synthesized as an employee tendency to withdraw from the company for various reasons, including seeking for alternative jobs in the next few months voluntarily.

Mobley (2011) states that turnover intention has three dimensions, namely: (1) thinking of quitting, (2) intention to search for alternative, and (3) intention to quit.

### ***Job Satisfaction***

Gibson et al. (2012) believes that job satisfaction refers to how employees think about their jobs. Job satisfaction is also associated with employees' positive emotions in the direction of their job (Luthans et al., 2015). Job satisfaction expressed as a positive emotion a worker felt approximately their work that comes from an assessment of their characteristics (Robbins & Judge, 2015). Based on these definitions, job satisfaction can be synthesized as an employee response basically formulated on his feelings, both positive and negative feelings towards his work within the company.

Robbins and Judge (2015) states there are five dimensions that can be used to measure job satisfaction, namely: (1) the work itself, (2) salary, (3) promotion, (4) supervision, and (5) coworkers.

### ***Work-life Balance***

Work-life balance can be explained as the degree of employee satisfaction perception balance at work and outside the workplace (Greenhaus et al., 2003). From the employee perspective, work-life balance can be characterizes as a matter of overseeing job and personal or family duties (Lockwood, 2003). Concurring to Hayman (2005), work-life balance refers to a person's view of the balance he gets between his job and personal life. According to these definitions, the researcher synthesized work-life balance as a balance or adjust of the comparison of the sum of time a person spends doing his work with the sum of time a person spends doing things that are not related to his job such as time with family, relaxation and pastimes.

According to Hayman (2005), there are three dimensions that can be used to measure work-life balance namely: (1) work interference with personal life, (2) personal life interference with work, and (3) work/personal life enhancement.

### ***Theoretical Framework***

H1: Job satisfaction affects the turnover intention

According to research outcomes performed by Ibrahim et al. (2016) indicates that job satisfaction has a negative and significant effect on employee turnover intention in the banking industry, Nigeria. Supported by Lin and Huang (2020) which the outcomes of their research shows job

satisfaction has negative and significant influence on employee turnover intention in a telecommunication company affected by restructuring in Taiwan.

H2: Work-life balance affects the turnover intention

A research conducted by Abdien (2019) indicates that work-life balance has a negative and significant effect on turnover intentions of employee in five-star affiliated hotels in Egypt. The research by Lestari and Margaretha (2020) also shows that work-life balance has a negative and significant effect on turnover intention of generation Y employee in Bandung, Jawa Barat, Indonesia.

H3: Job satisfaction and work-life balance can predict the turnover intention

According to research outcomes performed by Fayyazi & Aslani (2015) to examine the relationship between job satisfaction, work-life balance, and turnover intention on employees in an industrial company in Iran, job satisfaction and work-life balance have a negative and significant effect on employee turnover intention.

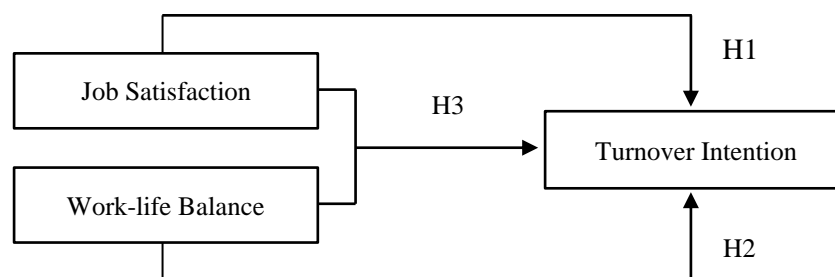


Figure 1. Research Model

## RESEARCH METHOD

### *Respondent*

This study utilized a non-probability sampling technique, specifically saturated sampling. Hence, the respondent of this study is all member of the population, namely all generation Y employees at two real estate companies in Kebon Sirih, Central Jakarta, totaling 104 employees exclude managers and superiors.

### *Measurement*

This study used 4-point Likert scale as measurement scale consisting of “strongly disagree” to “strongly agree” This study utilized primary data with questionnaire as data collection technique. For measuring job satisfaction, the researcher used five dimensions adopted from Robbins and Judge (2015). The researcher used three dimensions adopted from Hayman (2005) to measuring work-life balance. For measuring turnover intention, the researcher used three dimensions adopted from Mobley (2011).

### *Analysis*

Software SPSS 25 was utilized to analyze the collected data. In this study, researcher used several data analysis technique, namely descriptive analysis, instrument test, classic assumption test, and regression analysis test.

## **RESULT AND DISCUSSION**

Respondent of this study were all generation Y employee of two companies that engaged in the real estate industry in Kebon Sirih, Central Jakarta exclude managers and superiors. In order to make it easier for researchers to describe the object of research, respondents were divided into four categories, namely based on gender, age, years of service, and education level.

Of the 104 respondents, 59 or 56,70% of respondents were male, whereas remaining 45 or 43,30% of respondents were female. Most of the respondents were in the run of 26-35 years old, as numerous as 78 or 75% of the whole. For education level, the most significant number of respondents was undergraduate, as many as 90 or 86% of the total respondents.

**Table 1. Respondent Characteristics**

Category	Characteristics	Frequency	Percentage
Gender	Male	59	56,70%
	Female	45	43,30%
Age	21-25 years	6	5,80%
	26-30 years	39	37,50%
	31-35 years	39	37,50%
	36-38 years	20	19,20%
	<1 year	7	6,70%
Years of Service	1-3 years	52	50%
	3-5 years	27	26%
	>5 years	18	17,30%
Education Level	SMA/SMK/equivalent	9	8,70%
	Diploma	2	1,90%
	S1	90	86%
	S2	3	3,90%

The Pearson Correlation (Pearson Product Moment) method is used in this validity test with SPSS version 25 as the processing software.

**Table 2 Validity Test Result**

Variable	Item	$r_{count}$	$r_{table}$	Description
Job Satisfaction (X1)	JS1	0.675	0.361	Valid
	JS2	0.769	0.361	Valid
	JS3	0.799	0.361	Valid
	JS4	0.825	0.361	Valid
	JS5	0.818	0.361	Valid
	JS6	0.728	0.361	Valid
	JS7	0.789	0.361	Valid
	JS8	0.690	0.361	Valid
	JS9	0.804	0.361	Valid
	JS10	0.793	0.361	Valid
	JS11	0.771	0.361	Valid
	JS12	0.668	0.361	Valid
	JS13	0.818	0.361	Valid

**Table 3 Validity Test Result**

<b>Variable</b>	<b>Item</b>	<b>r<sub>count</sub></b>	<b>r<sub>table</sub></b>	<b>Description</b>
Job Satisfaction (X1)	JS14	0.808	0.361	Valid
	JS15	0.764	0.361	Valid
	JS16	0.857	0.361	Valid
	JS17	0.806	0.361	Valid
	JS18	0.632	0.361	Valid
Work-life Balance (X2)	WLB1	0.814	0.361	Valid
	WLB2	0.830	0.361	Valid
	WLB3	0.875	0.361	Valid
	WLB4	0.838	0.361	Valid
	WLB5	0.739	0.361	Valid
	WLB6	0.899	0.361	Valid
	WLB7	0.549	0.361	Valid
	WLB8	0.587	0.361	Valid
	WLB9	0.680	0.361	Valid
	WLB10	0.488	0.361	Valid
	WLB11	0.598	0.361	Valid
	WLB12	0.625	0.361	Valid
	WLB13	0.645	0.361	Valid
	WLB14	0.815	0.361	Valid
WLB15	0.778	0.361	Valid	
WLB16	0.712	0.361	Valid	
WLB17	0.758	0.361	Valid	
WLB18	0.512	0.361	Valid	
WLB19	0.829	0.361	Valid	
Turnover Intention (Y)	TI1	0.893	0.361	Valid
	TI2	0.869	0.361	Valid
	TI3	0.835	0.361	Valid
	TI4	0.848	0.361	Valid
	TI5	0.622	0.361	Valid
	TI6	0.280	0.361	Invalid
	TI7	0.754	0.361	Valid
	TI8	0.343	0.361	Invalid
	TI9	0.489	0.361	Valid
	TI10	0.753	0.361	Valid

Judging from the table 2, there are 2 invalid statements because they do not meet the criteria  $r_{\text{count}} > r_{\text{table}}$ , namely the statement items TI6 and TI8 so they must be removed. Meanwhile, the other valid statement items can be used in actual research.

**Table 4 Reliability Test Result**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>N of items</b>	<b>Description</b>
Job Satisfaction	0.957	18	Reliable
Work-life Balance	0.946	19	Reliable
Turnover Intention	0.904	8	Reliable

Judging from Table 3 above, each of the variable is declared reliable because it has Cronbach's Alpha  $> 0.6$ .

The job satisfaction variable when viewed as a whole has an average percentage of answers in the category of strongly disagree (SDA) 11.39%; the answer does not agree (DA) by 46.66%; the answer agree (A) by 35.96%; and the answer strongly agree (SA) of 5.99%. Furthermore, the average percentage of the answer categories disagree (DA) and strongly disagree (SDA) of



58.05% (51-75% = low). This indicates the low level of job satisfaction of generation Y employees in real estate industry in the Kebon Sirih, Central Jakarta.

In this variable, looking at all dimensions, there are indicators that have the foremost influence on the low employee job satisfaction. As many as 57.70% of employees feel that the tasks they do are less attractive, as many as 59.60% of employees feel that their salary is not in accordance with their workload and responsibilities. Then as many as 78.90% of employees feel dissatisfied with the opportunities provided by the company to improve their intellectual abilities and receive further education, as many as 62.50% of employees feel that their superiors in the company are still reluctant to help their subordinates when they have difficulty completing work. Also, as many as 58.70% of employees feel that their co-workers are still reluctant to provide assistance in completing work.

The work-life balance variable when viewed as a whole has an average percentage of answers in the category of strongly disagree (SDA) of 6.07%; the answer does not agree (DA) by 41.07%; the answer agree (A) by 45.58%; and the answer strongly agree (SA) of 7.27%. Furthermore, the average percentage of the answer categories agree (A) and strongly agree (SA) is 52.84% (51-75%) = low. This indicates the low work-life balance of generation Y employees of the real estate industry in the Kebon Sirih area, Central Jakarta.

In this variable, looking at all dimensions, there are indicators that have the foremost impact on the low employee work-life balance. As many as 68.30% of employees feel that their personal lives are disturbed by work so that they do not have enough time to carry out their personal lives. Moreover, as numerous as 47.10% of employees feel exhausted to be able to carry out their work in accordance with the aimed goals. And as many as 68.30% of employees feel that the work they do cannot make them eager when carrying out personal activities.

The turnover intention variable when viewed as a whole has an average percentage of strongly disagree answers (SDA) of 6.80%; the answer does not agree (DA) by 39.33%; the answer agree (A) by 44.17%; and the answer strongly agree (SA) of 9.71%. Furthermore, the average percentage of the answer categories agree (A) and strongly agree (SA) is 53.88% (51-75%) = high). This indicates the high level of turnover intention of employees of Generation Y in the real estate industry in the Kebon Sirih area, Central Jakarta.

In this variable, when viewed as a whole from each dimension, there are indicators that have the foremost impact on the high employee turnover intention As many as 78.90% of employees think of leaving their current company when there is a better offer in another company. Furthermore, 61.50% of employees have the intention to find work in other companies. And 53.80% of employees feel that their performance in doing the tasks given by the company is reduced.

**Table 5 Normality Test Result****One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		104
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Standard Deviation	3.02159200
Most Extreme Differences	Absolute	.065
	Positive	.065
	Negative	-.051
Test Statistic		.065
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a Test distribution is Normal.

b Calculated from data.

c Lilliefors Significance Correction.

d This is a lower bound of the true significance.

Judging from table 4 above, obtained the significance value of 0.200 ( $0.200 > 0.5$ ). So, all variables in this study are proven to be normally distributed.

**Table 6 Linearity Test Result Between Variable Job Satisfaction and Turnover Intention****ANOVA Table**

			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention*	Between Groups	(Combined)	1271.082	28	45.396	3.450	.000
		Linearity	808.972	1	808.972	61.487	.000
Job Satisfaction	Within Groups	Deviation from Linearity	462.110	27	17.115	1.301	.187
		Total	2257.846	103			

Considering the results on table 5 above, obtained the significance value of 0.000 which is less than 0.05 ( $0.000 < 0.05$ ). So, job satisfaction variable and the turnover intention variable assumed to have a linear relationship.

**Table 7 Linearity Test Result Between Variable Work-life Balance and Turnover Intention****ANOVA Table**

			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention*	Between Groups	(Combined)	1572.971	34	46.264	4.661	.000
		Linearity	1275.006	1	1275.006	128.455	.000
Work-Life Balance	Within Groups	Deviation from Linearity	297.965	33	9.029	.910	.609
		Total	2257.846	103			

Considering the results on table 6 above, obtained the significance value of 0.000 which is less than 0.05 ( $0.000 < 0.05$ ). So, the work-life balance variable and the turnover intention variable assumed to have a linear relationship.

**Table 8 Multicollinearity Test Result**

Model	Coefficients <sup>a</sup>					Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1 (Constant)	39.443	1.642			24.022	.000		
Job Satisfaction	-.095	.044	-.182		-2.135	.035	.565	1.769
Work-Life Balance	-.319	.043	-.631		-7.390	.000	.565	1.769

a. Dependent Variable: Turnover Intention

Considering the results on table 7 above, obtained the VIF value for the job satisfaction variable and work-life balance variable of 1.769 which is less than 5. So, there is no multicollinearity within the two independent variables and the regression model is accepted.

The prerequisite for the regression model that must be met is the absence of heteroscedasticity problems, which means the significance value is  $> 0.05$ .

**Table 9 Heteroscedasticity Test Result**

		Correlations			
			Kepuasan Kerja	Work-Life Balance	Unstandardized Residual
Spearman's rho	Job Satisfaction	Correlation Coefficient	1.000	.636**	-.099
		Sig. (2-tailed)	.	.000	.318
		N	104	104	104
	Work-Life Balance	Correlation Coefficient	.636**	1.000	-.123
		Sig. (2-tailed)	.000	.	.214
		N	104	104	104
	Unstandardized Residual	Correlation Coefficient	-.099	-.123	1.000
		Sig. (2-tailed)	.318	.214	.
		N	104	104	104

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Considering the results on table 8 above, obtained the significance value from unstandardized residual to the job satisfaction variable and work-life balance variable partially of 0.318 and 0.214 which are  $> 0.05$ . So, it is proven that there is no heteroscedasticity problem.

**Table 10 Multiple Linear Regression Test Result**

Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	39.443	1.642			24.022	.000
Job Satisfaction	-.095	.044	-.182		-2.135	.035
Work-Life Balance	-.319	.043	-.631		-7.390	.000

a. Dependent Variable: Turnover Intention

Considering the results on table 12, the job satisfaction variable has a  $t_{\text{count}}$  value of -2.135 and a significance value of 0.035. The  $t_{\text{count}}$  value is then compared with the  $t_{\text{table}}$  value where the  $t_{\text{table}}$  value is 1.984. Thus,  $t_{\text{count}} > t_{\text{table}}$  or  $-2.135 > 1.984$  and the significance value of the job

satisfaction variable is  $0.035 < 0.05$ . So, the H1 is accepted, and job satisfaction has a negative and significant effect on turnover intention.

In table 12, it can also be seen that the  $t_{\text{count}}$  for the work-life balance variable is  $-7.390$  and the significance value is  $0.000$ . This shows that  $t_{\text{count}} > t_{\text{table}}$  or  $-7.390 > 1.984$  and a significance value of  $0.000 < 0.05$ . So, the H2 is accepted, and work-life balance has a negative and significant effect on turnover intention.

Based on table 12, the structural equation obtained is  $Y = 39.443 - 0,95X_1 - 0,319X_2$ .

From the structural equation, a constant of  $39,443$  is obtained. Therefore, if the job satisfaction variable and work-life balance variable values are  $0$ , the variable turnover intention is  $39.443$  and it is positive. In addition, the regression coefficient obtained from the job satisfaction variable is  $-0.95$ . Therefore, assuming that the values of other variables remain unchanged, if job satisfaction increases by one unit, the turnover intention will increase  $-0.95$ . This shows that the variable job satisfaction has a negative effect on turnover intention.

The regression coefficient of the work-life balance variable is  $-0.319$ . Therefore, if we assume that the values of other variables remain unchanged and the work-life balance increases by  $1$  unit, then the value of the turnover intention will increase  $-0.319$ . This shows that the work-life balance variable has a negative effect on turnover intention.

**Table 11 F Test Result**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1317.454	2	658.727	70.749	.000 <sup>b</sup>
	Residual	940.392	101	9.311		
	Total	2257.846	103			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Work-Life Balance, Job Satisfaction

In table 13, obtained  $F_{\text{count}}$  of  $70.749$ . The  $F_{\text{count}}$  value is then compared with the  $F_{\text{table}}$  value. The  $F_{\text{table}}$  value is  $3.09$ . Thus,  $F_{\text{count}} > F_{\text{table}}$ . From table 13 above also obtained a significance value on the F test of  $0.000$  ( $0.000 < 0.05$ ). Seen from the comparison of the  $F_{\text{count}}$  with  $F_{\text{table}}$  and the significance value, the H3 is accepted. That means, the research model of job satisfaction and work-life balance can predict the turnover intention of Generation Y employees in the real estate industry in the Kebon Sirih area, Central Jakarta.

**Table 12 Coefficient of Determination Test Result**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.764 <sup>a</sup>	.584	.575	3.051	

a. Predictors: (Constant), Work-Life Balance, Job Satisfaction

From table 14,  $R^2$  has a value of 0.584 or (58.4%). This shows that the effect of job satisfaction and work-life balance on turnover intention is 58.4%, while the remaining 41.6% is influenced by other variables outside this study.

The t test outcomes on the hypothesized model state that job satisfaction has negative and significant effect on turnover intention of Generation Y employees in the real estate industry in the Kebon Sirih area, Central Jakarta. The effect of job satisfaction on turnover intention is clarified in the past research carried out by Ibrahim et al. (2016), O'Connor (2018), and Wang et al. (2020) where job satisfaction has a negative and significant effect on turnover intention. Employee will respond their satisfaction with their work with a good attitude that can lead to positive contributions to the company, thereby reducing turnover intention. Meanwhile, dissatisfied employees can reduce the productivity and effectiveness of the organization as a whole and if dissatisfaction occurs for a long time it will lead to an intention to move to another company.

It is also explained by Robbins and Judge (2015) where when employees feel dissatisfied with the work they do in the company, one of the responses they can show is exit. The exit response is defined as the behavior of leaving the organization or company including looking for alternative jobs and resignation. Thus, the job dissatisfaction felt by employees raises the intention or intention to leave the company first or turnover intention before the employee responds with actual turnover.

Based on the individual characteristics of the respondents, low job satisfaction is also influenced by the age factor where respondents are dominated by employees aged 26-35 years (as much as 75%) which is classified as productive age and young for an employee. Young generation Y employees of the real estate industry in the Kebon Sirih area, Central Jakarta have lower job satisfaction than older employees. This is because older employees have lower expectations and longer experience so that they can adjust better in work situations (Handoko, 2010).

In addition to age, job satisfaction is also effected by the level of education of employees. In this study, respondents were dominated by employees who have a bachelor's degree (86%). Most of the respondents in this research have taken a high level of formal education. The higher the degree of education of a worker, the knowledge he has will be more extensive and will be progressively helped him taking care of his job which would then be able to increase his job satisfaction whenever accompanied by an appropriate salary. On the other hand, job dissatisfaction felt by employees when they have high human capital (higher education and high skills) are more likely to lead them to turnover due to the many options available to move (Lee et al., 2008).

The outcomes of descriptive analysis shows the indicators that have the foremost impact on the low level of job satisfaction of Generation Y employees in the real estate industry in the Kebon Sirih area, Central Jakarta are tasks that are less attractive to employees, salaries that do not match the workload and responsibilities of employees, lack of opportunities given by the company to develop intellectually and receive further education, superiors in the company who are still reluctant to provide assistance, and coworkers who are still reluctant to help other employees to complete work. Low employee job satisfaction will have a negative impact that will harm the company such as increased absenteeism and employee productivity (Cherif, 2020). Furthermore, if job satisfaction is left continuously low, it can lead to turnover intention so that the company has the potential to lose its best human resources which will later affect the company's performance. Conversely, when employees are satisfied with their work, a positive attitude will arise which will contribute to optimal performance (Sunarta, 2019). Therefore, it is far essential for enterprises to be aware of the job satisfaction in their employees.

The t test outcomes on the hypothesized model state that work-life balance has negative and significant effect on turnover intention of Generation Y employees in the real estate industry in the Kebon Sirih area, Central Jakarta. The effect of work-life balance on turnover intention is explained in research by Abdien (2019), Fayyazi dan Aslani, (2015), and Fiernaningsih et al. (2019) where work-life balance has a negative and significant effect on employee turnover intention. Efforts made through the organization in making workers feel a stability in their personal and work life can reduce their intention to exit the organization. Meanwhile, employee who experienced work-life imbalance would determine to give up their present jobs and seek for different jobs that may assist them acquire work-life balance.

In addition, it is explained by Branham (2012) where the work-life imbalance could be one of the hidden motives an employee exit the company. This can happen when employees have an excessive workload and must complete their work according to deadlines, requiring them to work overtime or overtime. Thus, they have to sacrifice their time with their families to work overtime. If this happens continuously, it will cause work stress which can lead to employee intention or intention to leave the company. The low work-life balance of employees can influenced by age. Respondents in this study were dominated by employees aged 26-35 years (as much as 75%), where at that age employees have entered a mature age for marriage and family so they have more responsibilities to handle at home and affect work-life balance.

The outcomes of descriptive analysis shows the indicator that have the foremost impact on the low level of work-life balance of Generation Y employees in the real estate industry in the Kebon Sirih area, Central Jakarta is the extent to which work can interfere with personal life where employees feel that their personal life is disrupted due to work such as lack of time

available for work. This is because employees in the company often work overtime to meet deadlines because of the large workload. Apart from the large workload, employees in several divisions at PT X and PT Y are also required to go out of town for official duties to monitor land development so often that employees work overtime. This has an impact on employees' time being sacrificed to carry out personal activities because of work. In fact, Generation Y employees want more time outside of work to live their lives (Branham, 2012). Employees also feel tired to be able to carry out work in accordance with the expected goals and feel the work done cannot make them enthusiastic when doing personal activities. In fact, Generation Y employees want jobs with workloads that are not too physically draining so that they still have enough energy to run their personal lives (Jamieson et al., 2013). Thus the company should provide entertainment and sports facilities in the office in order to relieve employee stress and keep employees in a good mood so that they can provide encouragement when doing personal activities after work.

Companies ought to pay attention to the work-life balance of their employee, considering the positive impact when employee experienced work-life balance on department, manner, and accomplishment (Wolor et al., 2020) and the negative impact when employee does not experienced work-life balance such as decreased productivity, decreased employee performance, and employee withdrawals (Abioro et al., 2018; & Chermirmir et al., 2017)

The F test outcomes on the hypothesized model state that the research model of job satisfaction and work-life balance can predict turnover intention of generation Y employees of the real estate industry in the Kebon Sirih area, Central Jakarta. This outcomes is supported by a past study performed by Fayyazi and Aslani (2015) which revealed a negative and significant relationship between job satisfaction, work-life balance and turnover intention or employees at an industrial company in Iran.

## **CONCLUSION**

The job satisfaction and work-life balance of generation Y employees of the real estate industry in Kebon Sirih, Central Jakarta are classified in the low category, and the turnover intention is classified in the high category. Partially, job satisfaction and work-life balance has a negative and significant effect on turnover intention of generation Y employees of the real estate industry in the Kebon Sirih, Central Jakarta, and the model of job satisfaction and work-life balance can predict the employee turnover intention.

Researcher also suggest the company to overcome employee job satisfaction problems in several ways. The company can allow employees to do other activities during working hours but still ensure employee commitment to complete their tasks on time, adjust salary payments to the employee's workload, increase intensity seminars and training for employees to increase

employee knowledge and competence, and improve supervisory functions such as providing assistance when subordinates have difficulty working and providing solutions or suggestions if there are mistakes made by their subordinates. In the medium term, the company can provide targets and rewards for employees who successfully work beyond the target, increase the intensity of providing professional certifications for employees, hold mentorship programs in the company and increase the intensity of team building events so that bonds between co-workers are getting closer that can improve employee cooperation.

Companies can overcome employee work-life balance problems in several ways. In the short term, management should pay more attention to the working hours of its workers so as not to exceed the working hours set and agreed upon by the company. In the medium term, companies can review company policies and accommodate work-life balance policies in company policies. In the long term, the company can implement flexible working hours for employees as long as it does not interfere with the company's performance and provide entertainment and sports facilities in the office in order to relieve employee stress and keep employees in a good mood. Companies can reduce employee turnover intention by increase job satisfaction and work-life balances.

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