

WORK-LIFE BALANCE, EMPLOYEE WORKLOAD, LEADERSHIP STYLE IN ITS INFLUENCE ON TURNOVER INTENTION AT BINA INSAN FOUNDATION

Fadilla Ayu Puspitasari ^{a*)}, Maulidyah Amalina Rizqi^{a)}

^{a)} Universitas Muhammadiyah Gresik, Gresik, Indonesia

^{*)}Corresponding Author: dillaayup29@gmail.com

Article history: received 10 October 2024; revised 21 October 2024; accepted 20 November 2024

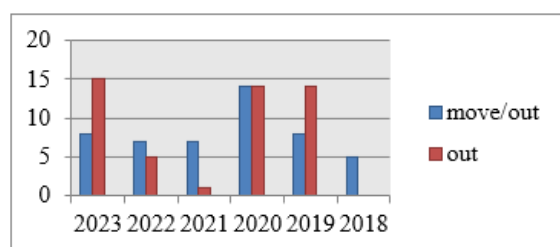
DOI: <https://doi.org/10.33751/jhss.v8i3.10967>

Abstract. This study aims to examine the effect of work-life balance, employee workload, and leadership style on turnover intention in employees at Yayasan Bina Insan. A random sample of 99 employees was used in the multiple linear regression analysis. Questionnaires are used to collect data, which assesses factors such as work-life balance, workload, leadership style, and intention to leave. Leadership style has a smaller but still considerable beneficial effect on turnover intention, while work-life balance and employee workload also have a large positive effect. According to the R^2 coefficient, the three independent factors account for 67% of the variance in turnover intention. Based on these results, it is recommended that companies improve work-life balance and manage employee workload more effectively, as well as improve supportive leadership styles to reduce turnover rates.

Keywords: turnover; leadership style; workload; work-life balance

I. INTRODUCTION

Human Resources (HR) is a fundamental component of an organization. According to [1], quality HR supports the development of an institution and plays an important role in organizational activities. Good HR management is important to create employee loyalty and reduce turnover. The challenge of turnover here is experienced by organizations, one of which is at the Bina Insan Foundation, the Bina Insan Foundation is an educational institution that oversees kindergartens, elementary schools, and junior high schools, which faces the challenge of employee turnover. To overcome this problem, the foundation focuses on managing and improving the quality of human resources. These findings are based on historical data and interviews with principals who handle HR issues. The following is employee turnover data at the Bina Insan Bangkalan Foundation from direct interviews with principals who handle HR issues at the Bina Insan Foundation.



Source: Principal of Yayasan Bina Insan

Figure 1. Employee Turnover Data at the Bina Insan Bangkalan educational foundation

Figure 1 illustrates employee turnover from 2018 to 2023. In 2021, one employee joined while seven employees left. In 2022, five employees joined and seven employees left. In 2023, fifteen employees joined and eight employees moved or left. From 2021 to 2023, the total shows that although there was an increase in the number of employees in 2023, the company still experienced a decrease in the total number of employees in the three years. Based on the data, the principal of the Bina Insan Foundation said that "one of the employees who left in the data here is an important official, so this turnover does not only occur in employees in Low Management but also in Top Management." In addition, in an interview with the principal of the Bina Insan Foundation, conducted on October 4, 2024, he said that "At the Bina Insan Foundation, important officials in the Foundation, more precisely the Deputy Principal of Elementary School (SD) left in a fairly close time, namely in 2018 and 2020. This change in leadership created an unstable atmosphere among employees. During the transition period of leadership change, it has an impact on an organization, namely employees handle more responsibilities, do work outside their job description or tasks that exceed employee capacity, and employees here feel that they have lost definite direction from their leaders and motivation to work. "This will give rise to employee intentions to leave or quit an organization. According to [2], there are several factors that cause employees to leave an organization, which results in a high turnover rate. Turnover, which can be in the form of resignation, transfer, or dismissal, is often triggered by employee discomfort which develops into an intention to leave the agency (turnover intention) according to Budun et al. (2021). With frequent turnover, it can be

detrimental to the agency because it causes a decrease in agency productivity. According to Sari et al. (2024), the determining factors for turnover intention include various characteristics, such as: 1) Contemplation of the possibility of leaving the organization (considering resignation). Planning to find another place to work. 3) Intention to leave the organization.

Several factors influence turnover intention, including work-life balance (Mardikaningsih and Arifin, 2022; Ariyani et al., 2022). The balance between professional and personal life must be managed carefully [3] and help employees maintain their mental health [4]. Reducing employee turnover rates can be achieved by incorporating the idea of work-life balance into a business. It is very important for a company to comply with work-life balance guidelines (Ismunandar & Kurnia, 2023). At the Bina Insan Foundation, this balance has not been met, resulting in complaints from employees. They feel burdened because they often take their work home and take on additional tasks. Therefore, implementing a work-life balance can help reduce employee intentions to resign. Fisher, Bulger, and Smith (Adiningtiyas & Mardhatillah, 2016) categorize aspects of work-life balance into four dimensions: 1) work interference with personal life (WIPL) describes the extent to which a person's work responsibilities can affect their free time. 2) Personal life interference with work (PLIW) describes the extent to which some aspects of a person's personal life may conflict with their official duties. 3) Personal life enhancement of work (PLEW) shows that a person's success in the professional field is often influenced by the quality of their personal life. 4) Work/personal enhancement life (WEPL) describes the extent to which a person's work can improve their own standard of living.

The impact of workload on "turnover intention" is quite large (Sundari and Meria, 2022; Maulidah et al. 2022). Hermawan (2024) explains that monitoring workload can mitigate employees' desire to leave the organization. Excessive workload can cause physical illness (Widiyana, 2021) and can be caused by inappropriate job allocation (Trisnawaty & Parwoto, 2021). As a result, employees can feel the impact of tasks that are too burdensome. According to Rindorindo et al. (2019), stress and tension can be caused by excessive workload or work that does not match the job description. At the Bina Insan Foundation, changes in leadership resulted in irregularities in the workload, where teachers not only taught but were also involved in various additional activities. Employees felt that the workload was not balanced with the salary received, which could increase their intention to leave the institution. Workload indicators are [5]:

1) Tasks, organizational structure, and work environment are examples of external variables that cause problems. 2) Individual physical and mental characteristics, including health problems, nutritional status, age, gender, as well as satisfaction, desires, motivation levels, beliefs, and perceptions are examples of internal factors that arise from within in response to environmental pressures.

It is very important for human resource managers to understand, especially regarding leadership style, what factors influence employees' desire to leave the company. Leadership is the capacity to inspire and direct a group towards achieving

common goals, both in formal and informal settings (Rizqi, 2022). Yukl (2005) stated that effective leadership can increase employee loyalty. Herawati and Romandhini (2021) and Efitriana and Liana (2022) reported that leadership style affects turnover intention. Leadership style aims to improve employee morale, satisfaction, and productivity, thus facilitating the achievement of organizational goals (Kristiyanto & Khasanah, 2021). Choosing the right leadership style contributes to individual development and overall organizational success. The Bina Insan Foundation applies a transformational leadership style, which aims to inspire and motivate employees beyond their personal interests [6]. Interview results show that leaders at the foundation often provide support and encourage staff involvement in the decision-making process. Employees are more likely to leave companies that do not use a transformational leadership style. Prasinta and Suncaka (2023) identified five indicators of leadership style: 1) Setting the strategic direction of Resource Management 3) Preserving organizational culture 4) Highlighting ethics 5) Organizational supervision. Based on the description above, it forms the basis for the research below, so that it is easier to understand:

H1: It is suspected that Work-Life Balance Affects Turnover Intention

Mardikaningsih and Arifin (2022) and Ariyani et al. (2022) reported that WLB significantly affects turnover intention.

H2: It is suspected that Employee Workload Affects Turnover Intention

The results of previous studies, turnover intention is positively correlated with their workload (Hermawan, 2024), which shows that monitoring staff productivity can reduce employee turnover. Research by Sundari & Meria (2022), Maulidah et al. (2022), and Lestari & Primadineska (2021) reported that turnover intention is positively influenced by WLB.

H3: It is suspected that Leadership Style Affects Turnover Intention

Turnover intention is positively influenced by leadership style, as stated in Yukl's hypothesis (2005) which shows that effective leadership fosters employee loyalty to the organization. Research by Herawati and Romandhini (2021) and Efitriana and Liana (2022) reported that there is a favorable correlation between leadership style and turnover intention.

II. RESEARCH METHODS

This study also uses quantitative methodology to evaluate the hypothesis through statistical analysis using SPSS software. This study will involve 132 employees of the Bina Insan Foundation. To ensure the sample size of this known population, the researcher will apply the Slovin Formula:

$$n = \frac{N}{1 + N(e)^2}$$

note:

n = Number of samples

N = Number of populations

e = The permissible sampling error limit, such as 2%, 5%, or 10%, which is considered acceptable or desirable. The

researcher set the permissible margin of error at 5% in this study. Since the number of people in the study was less than 1000 people, the Slovin formula was applied.

$$n = \frac{N}{1+N(e)^2} = \frac{132}{1+132(0,05)^2} = \frac{132}{1,33} = 99,24$$

The analysis shows that this study involved 99 employees as a sample. The researcher asserts that this number is considered very representative of the entire population.

All information used in this study comes from direct records kept by the researchers. The primary data used comes from a survey, which is the tabulated responses of participants. To obtain this information, a Likert scale is used. In relation to social issues, the Likert scale captures how people feel, think, and perceive something. In addition, the data analysis methodology uses traditional instrument testing and assumption testing. The methodology for data analysis also utilizes partial testing (T-test), coefficient of determination (R^2), and multiple linear regression analysis.

III. RESULTS AND DISCUSSION

Data Processing and Analysis Techniques

Multiple Linear Regression Analysis

Based on the calculation results using the SPSS application, it can be calculated using the formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 4.519 + 0.132 + 0.194 + 0.029 + e$$

It can be concluded that, The value of 4.519 functions as a constant or condition when the Turnover intention variable is not influenced by other factors, especially Work-Life Balance (X_1), Employee Workload (X_2), and Leadership Style (X_3). If there are no independent variables, the Turnover intention variable will not change. Assuming no other variables are considered, the WLB variable has a positive effect on turnover intention ($B_1 = 0.132$, where X_1 is the X-value), which indicates that a one-unit increase in WLB causes a 0.132-unit increase in turnover intention. Turnover intention is influenced by workload, based on the regression coefficient B_2 (X_2) of 0.194. Specifically, an increase in employee workload by 1 unit correlates with an increase in Turnover intention (0.194). Leadership style variable is known to affect turnover intention (B_3 (X_3) = 0.029), which proves that there is a 0.029 point increase in turnover intention for every one unit increase in leadership style (if other factors remain the same, other variables are not considered).

Coefficient of Determination (R^2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.736	.670	2.42099

a. Predictors: (Constant), Leadership Style, Work Life Balance, Employee Workload

b. Dependent Variable: Turnover intention

Adjusted R Square score of 0.670, means that the independent variable (X) contributes 67% of the variance of the dependent variable (Y), thus indicating a strong relationship

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.850	1.010		6.784	.000
	X1	.231	.076	.297	3.058	.003

a. Dependent Variable: Turnover intention

Partial Testing (T-Test)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.824	1.052		5.534	.000
	X2	.248	.063	.370	3.920	.000

a. Dependent Variable: Turnover intention

$$t_{table} = t(\alpha/2 : n-k-1)$$

$$\alpha = 5\% = t(0.05/2 : 99-3-1)$$

$$= 0.025 : 95$$

$$= 1.98525$$

Coefficients^a

Model Unstandardized Coefficients Standardized Coefficients t Sig.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.530	1.365		4.783	.000
	X3	.205	.083	.244	2.477	.015

a. Dependent Variable: Turnover intention

The result rejects H_0 and accepts H_a because the estimated t value of 3.058 is greater than the t table value of 1.98525 and the significance value of 0.03, which is less than 0.05, as shown in the results of the T-Test (Partial). As a result, it can be concluded that WLB significantly affects turnover intention.

Model Unstandardized Coefficients Standardized Coefficients t Sig.

The results of the T-Test (Partial) show a significance value of 0.00 which is smaller than 0.05 and a calculated t of 3.920 which exceeds the t table value of 1.98525. H₀ is rejected and H_a is accepted. These results indicate that workload significantly affects the intention to leave.

H₀ is rejected and H_a is accepted because the significance value is 0.015 which is smaller than 0.05 and the calculated t value is 2.477 < t table value (1.98525). There is a clear relationship between leadership style and employee turnover intention towards the company.

Work-Life Balance Affects Turnover Intention

The Turnover Intention variable is positively affected by WLB. This implies that when WLB is favorable, turnover intention will decrease. The multiple linear regression analysis for WLB is 0.132, according to the regression test results. This indicates that, all else being equal, there will be an increase in turnover intention of 0.132 for every one-unit increase in work-life balance. The t-test rejects H₀ and accepts H_a, indicating a significant effect, because the estimated t-value of WLB of 3.058 exceeds the t-table value of 1.985 and the significance threshold is 0.003, which is lower than 0.05. Furthermore, with an Adjusted R Squared value of 0.670, this regression model explains almost 67% of the variation in Turnover Intention. There is strong evidence that employees' perceptions of their WLB have a significant impact on their intention to leave the organization. This finding is consistent with findings reporting a positive correlation between WLB and TI (Ariyani et al., 2022; Mardikaningsih & Arifin, 2022).

Employee Workload Affects Turnover Intention

Employee Workload also has a beneficial effect on Turnover Intention, according to SPSS data analysis. This suggests that a decrease in turnover intention is possible if the workload is good. For every one unit increase in employee workload, there is a 0.194 increase in turnover intention, according to multiple linear regression analysis for the employee workload variable (X₂), which holds all other factors constant. The significance level is 0.000, which is lower than 0.05, and the estimated t-value of 3.920 is higher than the table t-value of 1.985. Therefore, WLB significantly affects turnover intention. If so, H_a must be true, and H₀ must be rejected. The adjusted R Square value of 0.670 indicates that of the independent variables in the model, employee workload explains 67% of the variation in turnover intention. Therefore, employers should pay attention to workload if they want to reduce turnover rates, because a strong desire to leave is associated with a heavy workload. According to the theory put forward by (Hermawan, 2024) and supported by research from (Sundari & Meria, 2022), (Maulidah et al., 2022), and (Lestari & Primadineska, 2021), the relationship between employee workload and desire to leave is positively and significantly correlated.

Leadership Style Affects Turnover Intention

A good leadership style is associated with low turnover intention, according to SPSS data analysis, which reports that there is a good correlation between leadership style and turnover intention. A one-unit increase in Leadership Style (X₃)

will cause a 0.029-unit increase in Turnover Intention, according to multiple linear regression analysis. Leadership style significantly affects turnover intention, as shown by the t-test results: the calculated t value is 2.477, higher than the t table value of 1.985, and the significance value is 0.015, lower than 0.05. Therefore, H₀ is rejected and H_a is accepted. Leadership style is one of the independent factors in the model that explains 67% of the variation in turnover intention, as shown by the Adjusted R Square value of 0.670. As a result, it is safe to say that employees are more likely to consider leaving the company if their leadership is ineffective or unsupportive. If companies want to see lower employee turnover rates, they need to focus on developing their leaders. This is consistent with research findings showing a positive correlation between leadership style and turnover intention (Herawati & Romandhini, 2021; Efitriana & Liana, 2022), and is also in accordance with the theory developed by Yukl (2005).

IV. CONCLUSION

Leadership style, workload, and work-life balance all play a role in influencing employee intentions to leave their current position. Data analysis shows that employee intentions to leave (turnover intention) increase as work-life balance and workload increase, while leadership style has a smaller impact on turnover intention. Therefore, businesses can benefit from the findings of this study by improving their human resource management strategies, specifically in the areas of work-life balance, workload management, and the quality of leadership style, all with the goal of lowering turnover rates and retaining top talent. Wellness programs and increased vacation time are two ways businesses can help their employees achieve a better work-life balance. As a result, workers will be better able to handle stress and take care of themselves, which will make them less likely to quit their jobs. It is also important to clearly divide tasks and evaluate employee workloads periodically to ensure everyone is working to their capabilities. The data analysis of leadership style on turnover intention tends to have a smaller impact at Yayasan Bina Insan because the leader has adopted a transformational leadership style that emphasizes motivation, inspiration, and communication to achieve organizational goals. Employee wellness initiatives that provide mental health resources, counseling, and social events can help boost workplace morale and increase employee engagement. By implementing these measures, companies can create a more conducive environment, reducing turnover intention rates.

REFERENCES

- [1] A. Poluan, "No Title," *Jurnal Riset Bisnis dan Manajemen*, 2018.
- [2] U. Hidayati, "Jurnal Mirai Management Pengaruh Kepuasan Kerja Terhadap Turnover Intention pada Karyawan PT Bank Rakyat Indonesia Cabang Makassar Tamalanrea," *Jurnal Mirai Management*, vol. 8, no. 1,

- pp. 195–205, 2023.
- [3] N. Safitri, “Skripsi Bab 1,” 2020.
 - [4] A. Ismunandar and A. Kurnia, “Peningkatan Kemampuan Pendidik Di Era Society 5.0,” *JRPP: Jurnal Review Pendidikan dan Pengajaran*, vol. 6, no. 2, pp. 388–397, 2023.
 - [5] E. Mahawati et al., *Analisis Beban Kerja Dan Produktivitas Kerja dan Produktivitas Kerja*. 2021.
 - [6] D. Angelia and D. P. Astiti, “Gaya Kepemimpinan Transformasional: Tingkatkan Work Engagement,” *Psikobuletin: Buletin Ilmiah Psikologi*, vol. 1, no. 3, p. 187, 2020, doi: 10.24014/pib.v1i3.9940.
 - [7] Adiningtiyas, N., & Mardhatillah, A. (2016). *WORK LIFE BALANCE INDEX AMONG TECHNICIAN*. *Jurnal Ilmu Ekonomi Dan Sosial*.
 - [8] Angelia, D., & Astiti, D. P. (2020). *Gaya Kepemimpinan Transformasional: Tingkatkan Work Engagement*. *Psikobuletin: Buletin Ilmiah Psikologi*, 1(3), 187. <https://doi.org/10.24014/pib.v1i3.9940>
 - [9] Ariyani, A., Pradhanawati, A., & Prabawani, B. (2022). *Pengaruh Work-Life Balance dan Work Satisfaction terhadap Turnover intention Karyawan Kontrak PT. Sukuntex – Spinning Kudus*. *Jurnal Ilmu Administrasi Bisnis*, 11(2), 214–224. <https://doi.org/10.14710/jiab.2022.34462>
 - [10] Efitriana, I., & Liana, L. (2022). *Pengaruh Kompensasi, Lingkungan Kerja, dan Gaya Kepemimpinan Terhadap Turnover intention (Studi Pada Yamaha Mataram Sakti Semarang)*. *SEIKO: Journal of Management & Business*, 5(2), 2022–2182.
 - [11] Herawati, E., & Romandhini, A. (2021). *Gaya Kepemimpinan dan Pengaruhnya terhadap Turnover intention*. *Jurnal Manajemen Bisnis Dan Keuangan*, 2(1), 1–11. <https://doi.org/10.51805/jmbk.v2i1.28>
 - [12] Hermawan, E. (2024). *Beban Kerja*. *EUREKA MEDIA AKSARA*.
 - [13] Hidayati, U. (2023). *Jurnal Mirai Management Pengaruh Kepuasan Kerja Terhadap Turnover intention pada Karyawan PT Bank Rakyat Indonesia Cabang Makassar Tamalanrea*. *Jurnal Mirai Management*, 8(1), 195–205.
 - [14] Ismunandar, A., & Kurnia, A. (2023). *Peningkatan Kemampuan Pendidik Di Era Society 5.0*. *JRPP: Jurnal Review Pendidikan Dan Pengajaran*, 6(2), 388–397. <https://journal.universitaspahlawan.ac.id/index.php/jrp/article/view/18234>
 - [15] Kristiyanto, T., & Khasanah, N. (2021). *Pengaruh Bebeban Kerja, Job Insecurity dan Gaya Kepemimpinan*. *JIMMBA Jurna Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi*, 2(September), 1–16.
 - [16] Lestari, G. F., & Primadineska, R. W. (2021). *Pengaruh beban kerja terhadap turnover intention dengan dukungan sosial sebagai variabel pemoderasi pada pekerja milenial*. *Cakrawangsa Bisnis*, 2(1), 11–20.
 - [17] Mahawati, E., Yuniwati, I., Ferinia, R., Rahayu, P. P., Fani, T., Sari, A. P., Setijaningsih, R. A., Fitriyatinur, Q., Sesilia, A. P., Mayasari, I., Dewi, I. K., & Bahri, S. (2021). *Analisis Beban Kerja Dan Produktivitas Kerja dan Produktivitas Kerja*. In Yayasan Kita Menulis.
 - [18] Mardikaningsih, R., & Arifin, S. (2022). *Pengaruh Keterlibatan Karyawan Dan Keseimbangan Kehidupan Kerja Terhadap Turnover intention*. *Jurnal Baruna Horizon*, 5(1), 40–49. <https://doi.org/10.52310/jbhorizon.v5i1.76>
 - [19] Maulidah, K., Ali, S., & Pangestuti, D. C. (2022). *Pengaruh Beban Kerja dan Kepuasan Kerja terhadap Turnover intention Karyawan RSU “ABC” Jakarta Selatan*. *Jurnal Akuntansi, Keuangan, Dan Manajemen*, 3(2), 159–176. <https://doi.org/10.35912/jakman.v3i2.611>
 - [20] Poluan, A. (2018). *No Title*. *Jurnal Riset Bisnis Dan Manajemen*.
 - [21] Prasinta, D. J., & Suncaka, E. E. (2023). *Strategi Kepemimpinan*.
 - [22] Rindorindo, R. P., Murni, S., & Trang, I. (2019). *Pengaruh Beban Kerja, Stres Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Hotel Gran Puri*. 5953 *Jurnal EMBA*, 7(4), 5953–5962. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/26576/26198>
 - [23] Rizqi, M. A. (2022). *DAMPAK PERUBAHAN PADA GAYA KEPEMIMPINAN*. 18(April).
 - [24] Safitri, N. (2020). *Skripsi Bab 1*. In Privacy (pp. 1–33).
 - [25] Sari, S. Y., Aima, M. H., & Zefriyenni. (2024). *Mengurai Turnover intention*. *Gita Lentera*.
 - [26] Sundari, P. R. S., & Meria, L. (2022). *Pengaruh Beban Kerja Melalui Burnout dan Kepuasan Kerja Terhadap Turnover intention*. *ADI Bisnis Digital Interdisiplin Jurnal*, 3(2), 14–29. <https://doi.org/10.34306/abdi.v3i2.785>
 - [27] Trisnawaty, M., & Parwoto, P. (2021). *PENGARUH LINGKUNGAN KERJA DAN BEBAN KERJA TERHADAP PRODUKTIVITAS KERJA KARYAWAN (Studi Kasus pada Bagian Produksi 1 PT JS Jakarta)*. *Jurnal Manajemen Dayasaing*, 22(2), 84–92. <https://doi.org/10.23917/dayasaing.v22i2.12361>
 - [28] Widiyana, E. O. (2021). *Pengaruh Stres Kerja, Beban Kerja, Konflik Kerja dan Kompensasi terhadap Komitmen Kerja Karyawan PT. Intidragon Suryatama Mojokerto*. In *Jurnal Ilmu Manajemen* (Vol. 11, pp. 33–42).
 - [29] Yukl, G. (2005). *Kepemimpinan Dalam Organisasi (edisi kelima)*. Prentice Hall, Inc.