

# **THE EFFECT OF JOB SATISFACTION AND WORK-LIFE BALANCE ON TURNOVER INTENTION THROUGH EMPLOYEE ENGAGEMENT AS A MEDIATING VARIABLE AMONG EMPLOYEES OF PT LG ELECTRONICS INDONESIA**

**By Sutan Muhammad Farras**

## ***Abstract***

*This study investigates the effects of job satisfaction and work-life balance on Turnover Intention by incorporating employee engagement as a mediating variable among employees of PT LG Electronics Indonesia (PT LGEIN) in Cikarang Barat, Bekasi. A quantitative research design was adopted, with respondents selected through purposive sampling and the sample size determined using the Slovin formula. The final sample consisted of 112 respondents drawn from a population of 250 staff employees. Data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4.0. The findings reveal that job satisfaction does not exert a significant direct influence on Turnover Intention. In contrast, both work-life balance and employee engagement demonstrate significant effects on Turnover Intention. The positive relationship identified between work-life balance and Turnover Intention substantively indicates a substantial degree of interference between employees' work responsibilities and personal lives, as several measurement indicators were reverse-scored. The analysis further confirms that employee engagement mediates the relationship between job satisfaction and Turnover Intention through an suppressing mediation mechanism, whereas it does not mediate the relationship between work-life balance and Turnover Intention. In addition, job satisfaction has a positive and significant effect on employee engagement, while work-life balance does not significantly affect employee engagement. These results suggest that job satisfaction represents a more influential psychological determinant of employee engagement than work-life balance, implying that enhancing job satisfaction constitutes a more effective strategic effort to reduce Turnover Intention among employees at PT LGEIN.*

**Keywords:** *Job Satisfaction, Work-Life Balance, Turnover Intention, Employee Engagement*

# **PENGARUH KEPUASAN KERJA DAN *WORK LIFE BALANCE* TERHADAP *TURNOVER INTENTION* MELALUI *EMPLOYEE ENGAGEMENT* SEBAGAI VARIABEL MEDIASI PADA KARYAWAN PT LG ELECTRONICS INDONESIA**

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## **Abstrak**

Penelitian ini bertujuan menganalisis pengaruh kepuasan kerja dan *work-life balance* terhadap *Turnover Intention* dengan menempatkan *employee engagement* sebagai variabel mediasi pada karyawan PT LG Electronics Indonesia (PT LGEIN) yang berlokasi di Cikarang Barat, Bekasi. Penelitian menerapkan pendekatan kuantitatif dengan teknik *purposive sampling*, sedangkan penentuan jumlah sampel menggunakan rumus Slovin sehingga diperoleh 112 responden dari total populasi 250 karyawan tingkat staf. Analisis data dilakukan menggunakan metode *structural equation modeling* (SEM) berbasis *partial least square* (PLS) melalui perangkat lunak SmartPLS 4.0. Hasil penelitian memperlihatkan bahwa kepuasan kerja tidak memberikan pengaruh langsung yang signifikan terhadap *Turnover Intention*. Sebaliknya, *work-life balance* dan *employee engagement* masing-masing terbukti memiliki pengaruh yang signifikan terhadap *Turnover Intention*. Secara substantif, hubungan positif antara *work-life balance* dan *Turnover Intention* mencerminkan tingginya tingkat interferensi antara tuntutan pekerjaan dan kehidupan pribadi karena sebagian indikator pengukuran disusun dalam bentuk *reverse*. Selain itu, *employee engagement* terbukti berperan sebagai mediator pada hubungan antara kepuasan kerja dan *Turnover Intention* (*supression mediation*), tetapi tidak mampu memediasi hubungan antara *work-life balance* dan *Turnover Intention*. Temuan lainnya menunjukkan bahwa kepuasan kerja berpengaruh positif dan signifikan terhadap *employee engagement*, sedangkan *work-life balance* tidak menunjukkan pengaruh yang signifikan terhadap *employee engagement*. Berdasarkan hasil tersebut, dapat diindikasikan bahwa kepuasan kerja merupakan faktor psikologis yang lebih dominan dalam membentuk keterikatan karyawan dibandingkan keseimbangan kehidupan kerja, sehingga peningkatan kepuasan kerja dipandang sebagai strategi yang lebih efektif untuk menekan *Turnover Intention* pada karyawan PT LGEIN.

**Kata Kunci:** Kepuasan Kerja, *Work Life Balance*, *Turnover Intention*, *Employee Engagement*