

The Influence of Work-Life Balance, Job Stress, and Leadership Style on Turnover Intention Among Employees at PT. Siantar Top Tbk

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ABSTRACT

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This study aims to analyze the effect of work-life balance, job stress, and leadership style on turnover intention among employees of PT. Siantar Top Tbk. Turnover intention is a critical issue for companies as it impacts productivity and organizational stability. Poor work-life balance, high levels of job stress, and an inappropriate leadership style can influence employees' decisions to leave the company. This research employs a quantitative approach using multiple linear regression analysis to examine the relationships between variables. Data were collected through questionnaires distributed to employees of PT. Siantar Top Tbk. The results indicate that work-life balance has a positive effect on turnover intention, meaning that the worse the balance between work and personal life, the higher the employees' intention to leave. Job stress has a positive effect on turnover intention, implying that higher stress levels increase employees' likelihood of resigning. Additionally, leadership style not influences turnover intention, where leadership style not effective can reduce employees' desire to leave. Simultaneously, work-life balance, job stress, and leadership style significantly affect turnover intention. Therefore, it is recommended that the company enhances employees' work-life balance, manages job stress effectively, and implements a more efficient leadership style to reduce turnover intention and improve employee retention.

INTRODUCTION

Every company aims to have high-quality human resources (HR) as they play a crucial role in achieving organizational goals. In the era of Industry 4.0, technological advancements provide easier access to information, yet employees still tend to prioritize personal benefits, leading to the phenomenon of turnover intention.

Turnover intention refers to an employee's intention to leave the organization, whether through resignation or termination. High turnover rates can

reduce organizational effectiveness by losing experienced employees, increasing absenteeism, lowering motivation, and disrupting workplace stability. This situation incurs costs related to recruitment, training, and adaptation of new employees.

Previous studies have shown that work-life balance and job stress simultaneously have a significant influence on turnover intention. This means that together, work-life balance and job stress significantly affect turnover intention. Additionally, a leadership

style that is supportive, inspiring, and communicative can foster a healthy workplace culture, thereby reducing employee turnover and increasing staff retention.

Several factors contribute to turnover intention, including work-life balance, job stress, and leadership style. Work-life balance refers to an individual's ability to manage job responsibilities and personal life, which impacts motivation, productivity, and job satisfaction. Job stress arises from excessive workload and workplace pressures, affecting employee performance and overall company goals. Leadership style also plays a critical role in employee retention, as effective leadership enhances motivation and productivity, while poor leadership leads to dissatisfaction and increased turnover intention.

PT. Siantar Top Tbk, a leading food company in Indonesia, faces intense competition in the snack industry. Maintaining a stable workforce is essential for sustaining innovation and market competitiveness. Based on internal data, the turnover rate in the company's technician division fluctuated between March and August 2024, highlighting the need for further analysis of factors influencing employee retention.

This study aims to examine the impact of work-life balance, job stress, and leadership style on turnover intention among employees at PT. Siantar Top Tbk. The findings are expected to provide insights for management in addressing turnover issues and improving employee retention strategies.

LITERATURE REVIEW

Human Resources

Human Resource Management is a part of general management that deals with human resource issues and includes the most crucial management component, considering that humans are the central subject of the entire management process. Human Resources (HR) is one of the most important factors and cannot be separated from an organization, whether an institution or a company. Human resources also serve as the key factor that determines a company's growth and development.

According to Darmadi (2022), human resources (HR) refer to individuals who serve as the driving force of an organization, whether in institutions or companies, and function as assets that must be trained and developed. Human resource management is the

science or approach to managing individuals efficiently and effectively to maximize their potential, ensuring the achievement of company, employee, and societal goals.

Work Life Balance

Work-life balance is a condition in which individuals can distinguish and manage their job responsibilities, family life, and other obligations, preventing conflicts between personal and professional life while enhancing motivation, productivity, and job loyalty. According to Moorhead and Griffin in Prasetyo (2019:24), work-life balance is an individual's ability to balance work demands with personal and family needs.

Work-life balance is a concept of equilibrium that involves commitment to both career and personal well-being, including leisure time, family, and spiritual development. The implementation of work-life balance benefits industries, as it enhances employee performance and creativity. Work-life balance refers to the overall execution of work-related activities, both within and outside the organization (Noviani, 2021).

When defined comprehensively, work-life balance refers to the extent to which an individual can maintain equilibrium and feel equally satisfied in terms of time and psychological involvement in their roles within both work and personal life.

Job Stress

Stress is a common experience for individuals worldwide. According to Nusran (2019:72), stress is an internal condition caused by physical demands, environmental factors, and social situations that have the potential to be harmful and uncontrollable. This condition can hinder daily activities, including work performance. Based on the definition above, job stress can be concluded as a condition that occurs when employees face opportunities and challenges that create tension and behavioral changes.

According to King (Asih et al., 2018:2), work stress is a state of tension that creates physical and psychological imbalances, affecting emotions, thought processes, and an employee's overall condition. Job stress refers to stress experiences specifically related to work.

Based on the definition above, it can be concluded that work stress is a condition that occurs when employees face opportunities and challenges that

create tension and behavioral changes. Work stress can also lead to emotional changes, affect physical and psychological imbalances, disrupt thought processes, and impact employee performance.

Leadership Style

Leadership style is the approach a leader uses to interact with subordinates. A leader influences employee behavior to encourage cooperation and productivity in achieving organizational goals. According to Nikmat (2022:42), leadership style refers to a leader's behavioral pattern in influencing their followers. This concept is dynamic, as leadership styles can change depending on the followers and the situation.

Based on the explanation of leadership styles, the researcher concludes that leadership style is a combination of characteristics that a leader can apply to influence subordinates in achieving organizational goals. Leadership style can also be defined as a preferred behavioral pattern or strategy used by a leader.

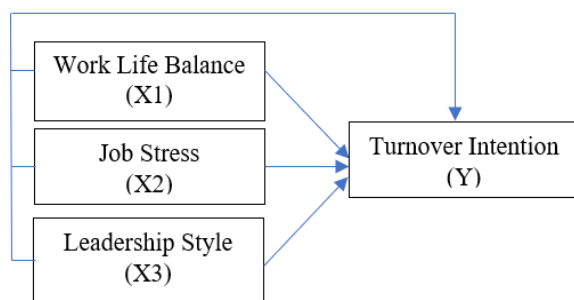
Turnover Intention

Turnover intention refers to an employee's action of resigning from a company, either voluntarily, due to specific factors (Astuti et al., 2020). Turnover intention leads to the ultimate reality faced by the company, represented by the number of employees who have the desire to leave the organization.

According to Mellanie (2018), turnover intention is the feeling of an employee's desire to leave an organization by considering alternative job opportunities as their next career move. Turnover intention is reflected in an employee's actions of seeking alternative employment, leading them to leave once they secure a new job.

Framework

Figure 1. Research Framework



METHOD

Research Design

This study uses a quantitative method with a multiple linear regression approach to analyze the influence of independent variables on dependent variables. This research design is causal, which aims to test the causal relationship between Work Life Balance, Job Stress, and Leadership Style Utilization on Turnover Intention.

Population and Sample

The population in this study were employees in the technician division of PT. Siantar Top Tbk. The sampling technique used was the purposive sampling method, which is selection respondents based on certain criteria that are in accordance with the research objectives. The number of samples used was 45 employee.

Data Collection Methods

The data used in this study were obtained through a questionnaire distributed to employee in the technician division of PT. Siantar Top Tbk. This questionnaire consists of several indicators that have been tested for validity and reliability to measure each research variable. In addition, this study also uses observation and interview methods to obtain additional information regarding conditions in the research object

Data Analysis Method

The collected data were analyzed using multiple linear regression analysis with the help of statistical software, namely SPSS version 26. Validity and reliability test were carried out to ensure the accuracy of the research instrument. In addition, classical assumption test were also carried out, such as normality, heteroscedasticity, multicollinearity, and autocorrelation test to ensure that the regression model meets statistical requirements. Hypothesis testing was carried out using the t-test (partial) and F-test (simultaneous) with a significance level of $\alpha = 0,005$

RESULT

Validity Test Results

The validity test was conducted to ensure that the questionnaire was able to measure the variables studied

accurately. In this study, the validity test was analyzed using the SPSS (Statistical Product and Service Solution) version 26 for Microsoft. The results of the validity test on the indicators of each independent variable and dependent variable are presented as follows.

Table 1. Validity Test Result

Variable	Indicator	r calculated	r table	Description
<i>Work life balance (X1)</i>	X1.1	0,593	0,248	Valid
	X1.2	0,602	0,248	Valid
	X1.3	0,559	0,248	Valid
<i>Job Stress (X2)</i>	X2.1	0,531	0,248	Valid
	X2.2	0,577	0,248	Valid
	X2.3	0,522	0,248	Valid
	X2.4	0,572	0,248	Valid
	X2.5	0,609	0,248	Valid
<i>Leadership Style (X3)</i>	X3.1	0,593	0,248	Valid
	X3.2	0,539	0,248	Valid
	X3.3	0,527	0,248	Valid
	X3.4	0,525	0,248	Valid
	X3.5	0,511	0,248	Valid
<i>Turnover intention (Y)</i>	Y1.1	0,740	0,248	Valid
	Y1.2	0,582	0,248	Valid
	Y1.3	0,660	0,248	Valid

Based on the results of data processing in the validity test above, the calculated r value is greater than the r table. Thus, each variable in this study is declared valid

Reliability Test Results

The Reliability test aims to ensure that measuring instrument used in this study is accurate addition, the reliability test is also used to assess consistency of the statements or question used. Measure reliability, the researcher used the SPSS (Statistical Product and Service Solution) version 26 for Windows. The test result are as follow

Table 2. Reliability Test Result

Variable	Alpha Value (r calculated)	Cronbach's Alpha Minimum	Description
<i>Work life balance (X1)</i>	0,687	0,6	Reliabel
<i>Job Stress (X2)</i>	0,731	0,6	Reliabel
<i>Leadership Style (X3)</i>	0,738	0,6	Reliabel
<i>Turnover intention (Y)</i>	0,832	0,6	Reliabel

Based on the results of the data processing above, the alpha value for the work life balance (X1) is 0,687, job stress (X2) 0,731, leadership style (X3) is 0,738, and turnover intention (Y) is 0,832. Thus, each variable in this study is considered reliable because its value exceeds the minimum limit of 0,6

Normality Test Result

The normality test aims to determine whether the residual value is normally distributed or not. In this study, the Kolmogorov-Smirnov statistical test was used to test whether the data normally distributed. Data is considered normally distributed if the significance value is more than 0,05

Table 3. Normality Test Results

		Unstandardized Residual
N		98
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.30314940
Most Extreme Differences	Absolute	.072
	Positive	.072
	Negative	-.072
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 ^{c,d}

It can be seen that the significance value is 0,200. Therefore, it can be concluded that the results of the normality test indicate that the data is normally distributed because the value is greater than 0,05

Multicollinearity Test Results

The multicollinearity test is used to determine whether there is a correlation between independent variables in the regression. To detect symptoms of multicollinearity, it can be seen from the VIF (Variance Inflation Factor) value. The VIF value should not exceed 10, because if it is more than that, multicollinearity will occur. The test results are as follows

Table 4. Multicollinearity Test Results

Variable	Collinearity Statistic		Description
	Tolerance	VIF	
<i>Work life balance</i>	0,550	1,819	Non Multicollinearity
<i>Job Stress</i>	0,738	1,354	Non Multicollinearity
<i>Leadership Style</i>	0,488	2,051	Non Multicollinearity

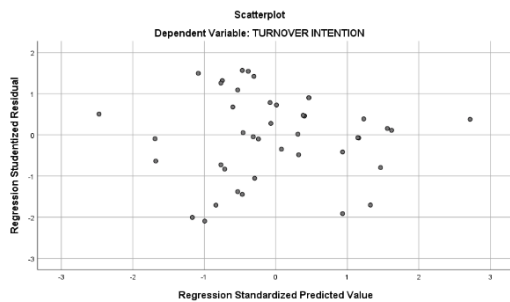
Based on the results in the table above, the tolerance and VIF (Variance Inflation Factor) values for the work life balance (X1) are 0,550 and 1,819, the job stress (X2) are 0,738 and 1,354, and leadership style (X3) is 0,488 and 2,051. Based on the results, the multicollinearity test shows that there are no symptoms of multicollinearity in each independent variable in this study. This means that the standard

error may be larger, because all variables have tolerence values greater than 0,10 and the VIF value does not exceed 10, according to the established criteria

Heteroscedasticity Test Results

In this study, the heteroscedasticity test is used to identify differences in residual variation between observations in the regression model. Heteroscedasticity can be applied by analyzing the pattern of points of the regression scatterplot. This method involves observing the scatterplot graph between the standardized predicted value (ZPRED) and the studentized residual (SRESID). The results of the heteroscedasticity test are presented below

Table 5. Heteroscedasticity Test Results



Based on the results of the graph, it shows that the points are spread above, below, or between the value 0. In addition, the points do not form a pattern or are grouped at one point. The results show that there is no heteroscedasticity in this regression model. Therefore, there is no similarity between the variants in this study and the regression model used to conduct this study is suitable for use

Autocorrelation Test Results

In this study, autocorrelation test is used to determine whether there is a relationship between the nuisance errors in period t and period t-1 (previous) in the linear regression model. The following are the results of the autocorrelation test in this study

Table 6. Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,573 ^a	,328	,279	2,061	1,364

From the data listed above, the Durbin-Watson (DW) test result is 1.364. The lower bound (DL) is 1.3832, and the upper bound (DU) is 1.6662, obtained from the Durbin-Watson table at a 0.05 significance

level with a sample size (n) of 45 and the number of variables (k) being 3. Since the condition $DU < DW < 4 - DU$ ($1.6662 < 1.364 < 1.3832$) is not met, the null hypothesis (H_0) is accepted, indicating no autocorrelation.

Multiple Linear Regression Analysis Test Results

Linear regression analysis is usually used to identify relationships and measure the level of influence of independent variables on dependent variables. Multiple linear regression analysis is used to determine the extent to which changes in the dependent variable are influenced by two or more independent variables (Permatasari, Musadieg, and Mayowan, 2015). The following are the results of the regression test presented in the following table.

Table 7. Multiple Linear Regression Analysis Test Results

Model	Coefficients ^a					Collinearity Tolerance		
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1	(Constant)	-1,804	3,567		-,506	,616		
	WORK LIFE BALANCE	,527	,284	,320	1,853	,071	,550	1,819
	JOB STRESS	,541	,166	,484	3,252	,002	,738	1,354
	LEADERSHIP STYLE	-,212	,215	-,181	-,985	,330	,488	2,051

The multiple linear regression analysis reveals the influence of work-life balance, job stress, and leadership style on turnover intention. The regression constant (α) is -1.804, indicating that if all independent variables remain constant, turnover intention would be -1.804, suggesting a negative baseline effect. Work-life balance (X_1) has a positive coefficient of 0.527, meaning that a one-unit increase in work-life balance leads to a 0.527-unit increase in turnover intention, assuming other variables remain constant. Job stress (X_2) has a positive coefficient of 0.541, indicating that a one-unit increase in job stress results in a 0.541-unit increase in turnover intention, holding other variables constant. Leadership style (X_3) has a negative coefficient of -0.212, suggesting that leadership style does not significantly affect turnover intention. Changes in leadership style do not consistently contribute to variations in turnover intention. These findings indicate that work-life balance and job stress positively impact turnover intention, while leadership style does not have a significant influence.

Coefficient of Determination (R²) Test Results

The coefficient of determination (R^2) is used to measure the extent to which independent variables influence the dependent variable. A higher R^2 value indicates a greater contribution of independent variables in explaining the variability of the dependent variable. The R^2 coefficient results are presented in the following table.

Table 8. Coefficient of Determination (R^2) Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,573 ^a	,328	,279	2,061	1,364

Based on the table, the R Square value is 0.328, indicating that 32.8% of the variation in turnover intention can be explained by work-life balance (X_1), job stress (X_2), and leadership style (X_3). Meanwhile, the remaining 67.2% is influenced by other factors not included in this research model.

t-Test Results

In this study, also known as a partial test, the independent variables work life balance (X_1), job stress (X_2), and leadership style (X_3) were analyzed individually. In addition, these independent variables were also tested against the dependent variable, namely turnover intention (Y). The results of the t test are as follows:

Table 9. t-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,804	3,567		-,506	,616
	WORK LIFE BALANCE	,527	,284	,320	1,853	,071
	JOB STRESS	,541	,166	,484	3,252	,002
	LEADERSHIP STYLE	-,212	,215	-,181	-,985	,330

The results show that work-life balance (X_1) has a significance value of $0.071 < 0.05$ and t-value $1.853 > t$ -table 1.683, indicating a significant effect on turnover intention. Similarly, job stress (X_2) has a significance value of $0.002 < 0.05$ and t-value $3.252 > t$ -table 1.683, confirming a significant influence on turnover intention. However, leadership style (X_3) has a significance value of $0.330 > 0.05$ and t-value $-0.985 < t$ -table 1.683, indicating no significant impact on turnover intention.

F-Test Results

The F-test assesses whether all variables in the regression model simultaneously have a significant effect on the dependent variable. In this study aims to test the influence independent variables, namely work life balance (X_1), job stress (X_2), leadership style (X_3), simultaneously on turnover intention (Y). The results of the F test are shown as follows:

Table 10. F-Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85,041	3	28,347	6,673	,001 ^b
	Residual	174,159	41	4,248		
	Total	259,200	44			

Results show that F-calculated (6.673) $>$ F-table (3.226) at a 5% significance level (0.05), leading to the rejection of H_0 . This indicates that the independent variables work-life balance (X_1), job stress (X_2), and leadership style (X_3) collectively have a significant influence on turnover intention at PT. Siantar Top Tbk.

DISCUSSION

The Influence of Work-Life Balance on Turnover Intention

To analyze the partial effect of work-life balance on turnover intention among employees at PT. Siantar Top Tbk, a t-test was conducted. The results indicate that t-calculated (1.853) $>$ t-table (1.683), leading to the rejection of H_0 and acceptance of H_1 , meaning that work-life balance has a partial effect on turnover intention. The significance level of 0.071 further confirms a significant influence. These findings align with the study by Hendrik Heri Sandi and Nia Ariyani Erlin (2023), which also concluded that work-life balance significantly and partially affects turnover intention. The hypothesis test results show that turnover intention (Y) is negatively influenced by work-life balance (X_1). This indicates that maintaining a healthy work-life balance can reduce employee turnover. Companies can support better balance by offering flexible schedules, good working conditions, quiet workspaces, opportunities for outside interaction, and considering employees' personal and family needs. As work-life balance improves, employees' intention to leave decreases. The study also found a positive correlation between low work-life balance and job satisfaction, as well as between turnover intention and job satisfaction. The

hypothesis was tested using indicators such as time management, opportunities for external interaction, personal and family well-being, and skills gained from work.

In conclusion, work-life balance plays a crucial role in turnover intention—the lower the work-life balance of employees, the higher their likelihood of turnover at PT. Siantar Top Tbk.

The Influence of Job Stress on Turnover Intention

To examine the partial effect of job stress on turnover intention, a t-test was conducted. The results show that $t\text{-calculated} (3.252) > t\text{-table} (1.683)$, leading to the rejection of H_0 and acceptance of H_2 , indicating that job stress has a partial effect on turnover intention among employees at PT. Siantar Top Tbk. The significance level of $0.002 < 0.05$ further confirms a significant influence. These findings are consistent with the study by Yusril Fauzi, Kusuma Agdhi Rahwana, and Barin Barlian (2023), which also found that job stress significantly and partially affects turnover intention. The results indicate that work-life balance and job stress together have a significant effect on turnover intention. This means that both variables jointly influence employees' intention to leave. In fact, a good work-life balance suggests that employees have a manageable workload, and job stress is kept under control, as tasks are aligned with their capabilities. When workloads are balanced and do not cause excessive stress, these factors can significantly influence and reduce turnover intention.

In conclusion, job stress plays a crucial role in turnover intention—the higher the job stress experienced by employees, the higher their likelihood of turnover at PT. Siantar Top Tbk.

The Influence of Leadership Style on Turnover Intention

To analyze the partial effect of leadership style on turnover intention among employees at PT. Siantar Top Tbk, a t-test was conducted. The results show that $t\text{-calculated} (-0.985) < t\text{-table} (1.683)$, leading to the acceptance of H_0 and rejection of H_3 , indicating that leadership style does not have a partial effect on turnover intention. The significance level of $0.330 > 0.05$ further confirms that the effect is not significant. These findings align with the study by Fina Eliana and Dimas Angga Negoro (2024), which also concluded that leadership style does not significantly or partially affect turnover intention. This study concludes that both transformational leadership and work-life balance play important roles in influencing job

satisfaction and turnover intention. Transformational leadership and work-life balance positively affect job satisfaction, while job satisfaction, in turn, reduces employees' intention to leave. Although transformational leadership does not directly impact turnover intention, its effect is significant when mediated by job satisfaction. Similarly, work-life balance not only directly reduces turnover intention but also does so indirectly through increased job satisfaction. Therefore, organizations should focus on improving leadership quality and promoting a healthy work-life balance to enhance employee satisfaction and reduce turnover.

In conclusion, leadership style does not play a crucial role in turnover intention—whether the leadership style is effective or not does not significantly impact the turnover intention of employees at PT. Siantar Top Tbk.

The Influence of Work-Life Balance, Job Stress, and Leadership Style on Turnover Intention

To examine the simultaneous effect of work-life balance, job stress, and leadership style on turnover intention among employees at PT. Siantar Top Tbk, an F-test was conducted. The results indicate that $F\text{-calculated} (6.673) > F\text{-table} (3.226)$, confirming that these three independent variables significantly influence turnover intention. This suggests that work-life balance, job stress, and leadership style are key factors affecting employee turnover intention, providing PT. Siantar Top Tbk with valuable insights for improving these aspects.

The multiple linear regression analysis yielded a constant (α) value of -1.804 , meaning that if the values of work-life balance, job stress, and leadership style are zero, the turnover intention score would be -1.804 . Additionally, the R^2 value of 0.328 indicates that these variables explain 32.8% of the variance in turnover intention, while the remaining 67.2% is influenced by other factors not included in this study.

The findings suggest that higher work-life balance, lower job stress, and improved leadership style collectively reduce turnover intention among employees at PT. Siantar Top Tbk. These results align with previous research by Hendrik Heri Sandi and Nia Ariyani Erlin (2023), which found that work-life balance affects turnover intention, and by Yusril Fauzi, Kusuma Agdhi Rahwana, and Barin Barlian (2023), which confirmed that job stress influences turnover intention. However, the study by Fina Eliana and Dimas Angga Negoro (2024) revealed that

leadership style does not significantly impact turnover intention.

These findings highlight the importance of identifying additional factors influencing turnover intention, as 67.2% of the variation remains unexplained, making it essential for future research to explore other potential determinants.

CONCLUSION

Based on the research findings, it can be concluded that work-life balance and job stress significantly influence turnover intention among employees at PT. Siantar Top Tbk, while leadership style does not have a significant impact. The t-test results show that work-life balance has a negative relationship with turnover intention, meaning that lower work-life balance leads to higher turnover intention. Similarly, job stress positively affects turnover intention, indicating that higher stress levels increase the likelihood of employees leaving the company. However, leadership style does not significantly influence turnover intention. The F-test results confirm that work-life balance, job stress, and leadership style collectively have a significant simultaneous effect on turnover intention, with $F_{\text{calculated}} (6.673) > F_{\text{table}} (3.226)$ at a 5% significance level. These findings highlight the importance of improving work-life balance and reducing job stress to lower turnover intention at PT. Siantar Top Tbk.

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