

THE EFFECT OF WORK-LIFE BALANCE AND WORK ENGAGEMENT ON TURNOVER INTENTION AT THE TIRTA SANJIWANI REGIONAL PUBLIC WATER UTILITY (PDAM) IN GIANYAR REGENCY

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ABSTRACT

Every organization naturally wants to have high-quality human resources (HR). The role of HR extends beyond administrative tasks such as recruitment and employee administration; it also encompasses the development, retention, and management of human potential within the organization. The large number of employees in an organization undoubtedly requires effective management to ensure they remain a cohesive unit. However, it cannot be denied that in today's era, human nature—which is inherently self-centered, seeks personal security, and strives for the best for oneself—leads to the phenomenon of turnover intention. The purpose of this study is to examine the influence of work-life balance and work engagement on turnover intention, as well as the influence of work engagement on work-life balance. The sample in this study consisted of 56 non-permanent employees at the Regional Public Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency. The research sample was selected using a saturated sampling method. The data analysis technique employed was regression analysis. The results of the study indicate that work-life balance has a negative and significant effect on turnover intention, work-life balance has a positive and significant effect on work engagement, and work engagement has a negative and significant effect on turnover intention.

Keywords: work-life balance, work engagement, turnover intention

1. INTRODUCTION

In today's era of technological advancement and development, there is a demand for high-quality human resources with strong competitiveness. This requires individuals to possess creative skills and the ability to think critically. Therefore, it is essential to manage human resources effectively to enhance organizational effectiveness and efficiency. Every organization naturally seeks to have high-quality human resources (HR). The role of HR extends beyond mere administrative management—such as recruitment and employee administration—to encompass the development, maintenance, and management of human potential within the organization. The large number of HR within an organization certainly requires effective management to maintain cohesion. However, it cannot be denied that in today's era, human nature—which often prioritizes self-interest, seeks personal security, and strives for the best for oneself—leads to the phenomenon of turnover intention, the desire or intention to change jobs. Pattnaik and Panda (2020) define turnover intention as an employee's plan to quit their job. Diyanto, Susanti, and Syah (2019) define turnover intention as the desire to leave an organization, though it has not yet materialized. Some indicators of turnover intention typically include increased absenteeism and a decline in employees' commitment to their work.

One company at risk of employee turnover is the Regional Water Supply Company (PDAM). PDAM is a regionally owned business unit dedicated to providing clean water to the general public. PDAMs are present in every province, regency, and city throughout Indonesia. Among these, one PDAM is located in Gianyar Regency at Jl. Astina Timur, Samplangan, Gianyar District, Gianyar Regency, Bali. During the January–December 2023 period, the employee turnover intention rate at the Gianyar Regency PDAM increased. The data showing the phenomenon related to employee turnover intention at the Gianyar Regency Public Water Supply Company is presented in the following table:

Table 1. Data on Turnover of Non-Permanent Employees January–December 2023

Month	Number of Employees	New Hires	Employees Leaving	Turnover Intention Percentage
January	58	0	2	3.45%
February	56	2	1	1.79%
March	57	0	2	3.51%
April	55	0	0	0%
May	55	2	1	1.82%
June	56	0	1	1.79%
July	55	1	0	0%
August	56	0	1	1.79%
September	55	0	1	1.82%
October	54	3	0	0%
November	57	0	1	1.75%
December	56	0	0	0%
Total	56	8	10	17.86%

Source: Human Resources Department of Gianyar Regency PDAM, 2025

Table 1 shows that from January to December 2023, 10 employees left PDAM Gianyar Regency, resulting in a turnover intention rate of 17.86% of all non-permanent employees at PDAM Gianyar Regency. Thus, the average employee turnover intention rate at PDAM Gianyar Regency has exceeded the tolerable standard. The acceptable standard for employee turnover intention varies by company; however, at PDAM Gianyar Regency, if the turnover intention rate exceeds 10% per year, the turnover at PDAM Gianyar Regency can be considered high. Employee turnover can have positive consequences, but it can also have negative consequences for a company or organization. Based on interviews conducted by the researcher with 7 employees, the findings indicate that the high turnover rate at PDAM Gianyar Regency is caused by work that is too time-consuming, leaving no time for personal life or leisure. Additionally, another factor contributing to the high turnover intention at PDAM Gianyar Regency is the lack of enthusiasm for work involvement and a lack of work motivation among employees.

The factor influencing turnover intention is work-life balance (Herliana et al., 2021). Work-life balance refers to how individuals freely manage their responsibilities between work and all their primary activities, such as family, community, personal development, and leisure time (Gadzali, 2020). From an employee's perspective, work-life balance involves the choice of managing work and personal obligations or family responsibilities. The implementation of work-life balance in organizational activities will have a significant impact on the company. Employees at PDAM Kabupaten Gianyar also have lives outside the office, so flexible working hours are needed to balance office life with employees' personal lives in order to prevent work-related stress that could lead to their intention to turnover. Based on interviews with 7 employees of PDAM Kabupaten Gianyar, they complained about an overly heavy workload, causing employees to remain at the office even after the scheduled end of the workday, as they must stay to complete their tasks. Additionally, they criticized the company's strict leave policies, which lack flexibility, making it difficult for PDAM Kabupaten Gianyar employees to take time off for personal matters or vacations.

Another factor influencing turnover intention is work engagement (Ivanovic et al., 2020). Work engagement is one of the most widely studied constructs in occupational health psychology (Lesener et al., 2020). According to Riadi (2021), work engagement refers to a state in which an individual is committed to the organization, whether through emotional or intellectual engagement. Based on interviews with employees, work engagement at the Gianyar District Water Utility (PDAM) remains low. This situation is illustrated by the results of interviews with 7 temporary employees who reported feeling

unhappy and burdened when performing tasks outside their primary duties. They also stated that they lacked enthusiasm for their work, noting that upon arriving at the office, they did not immediately tackle their tasks. The lack of enthusiasm for work and the tendency to procrastinate led them to want to leave the office as soon as possible.

Based on the results of previous research and current trends, the researcher is interested in conducting a study titled "The Influence of Work Engagement and Work-Life Balance on Turnover Intention at the Regional Public Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency."

2. LITERATURE

Turnover Intention

Indri (2019) defines turnover intention as the termination of an employee's employment with an organization, accompanied by a financial settlement from the organization in question. Niswatun (2022) states that turnover intention refers to an employee's tendency or desire to voluntarily leave their current job or move from one workplace to another of their own choosing. According to Junaidi et al. (2020), the indicators of turnover intention are as follows: The presence of thoughts about leaving; Searching for job openings; Desire to change companies

Work-Life Balance

According to Lumunon et al. (2019), work-life balance can be defined as " " a condition in which an individual can manage their time effectively or harmonize work responsibilities, family life, and personal interests. Work-life balance is also a way for employees to lead a healthy and fulfilling life, which can positively impact their performance (Larasati and Hasanati, 2019). According to Yusnita and Nurlinawaty (2022), work-life balance encompasses several indicators, as follows: Time balance; Involvement balance; Satisfaction balance

Work Engagement

According to Amor et al. (2019), work engagement is defined as the process by which an individual expresses themselves by self-regulating and taking an active role in their work. Work engagement can also be defined as a drive or motivation that mediates the relationship between work and the employee themselves (Silva and Lopes, 2021). Katou et al. (2021) identified three aspects as indicators of work engagement, namely: Vigor; Dedication; Absorption

Hypothesis

The effect of work-life balance on turnover intention

A company will thrive if its employees maintain a healthy work-life balance. Meeting employees' basic and psychological needs enhances job satisfaction, productivity, and commitment to the company, while also fostering strong employee loyalty to minimize the likelihood of employees leaving for other companies. Work-life balance is a way for employees to maintain a healthy and fulfilling lifestyle, which in turn can improve their performance (Larasati and Hasanati, 2019). The relationship between work-life balance and turnover intention: According to Herliana et al. (2021), work-life balance refers to the effort to allocate time between work and non-work activities so that there is a balance between the two. If an individual is unable to manage their time effectively or cannot strike a balance between work and non-work activities, this can lead to stress. This, in turn, can result in employee turnover.

A study conducted by Herliana et al. (2021) found that work-life balance has a significant and negative effect on turnover intention. Triningsih et al. (2024) found that work-life balance has a significant and negative effect on turnover intention. Gautama et al. (2024) state that work-life balance has a significant and negative effect on turnover intention. Research conducted by Fitria et al. (2019) states that work-life balance has a significant and negative effect. Research conducted by Ahmad (2022) states that work-life

balance has a significant and negative effect. This indicates that the more attention paid to work-life balance in a company, the lower the level of employee turnover intention. Based on theory and previous research findings, the following hypothesis can be formulated:

H1: Work-life balance has a negative effect on turnover intention.

The effect of work-life balance on work engagement

A healthy work-life balance among employees in a company has a positive impact on work engagement, fostering collaboration, boosting morale, and strengthening employees' commitment and loyalty to the company. An individual's ability to allocate time and energy between work and personal life is crucial within an organization to ensure that work demands do not interfere with personal and family needs, allowing both to coexist harmoniously. Work-life balance directly influences work engagement (Kahpi et al., 2024).

A study conducted by Kahpi et al. (2024) found that work-life balance has a significant and positive effect on work engagement. A study conducted by Rahmayanti et al. (2022) found that work-life balance has a significant and positive effect on work engagement. Research conducted by Ubay (2023) indicates that work-life balance has a significant and positive effect on work engagement. Research conducted by Wijaya et al. (2021) indicates that work-life balance has a significant and positive effect on work engagement. The more balanced the relationship between an employee's work and personal life, the better the impact on work engagement. Nursanti et al. (2024) state that work-life balance has a significant and positive effect on work engagement. Based on theory and previous research findings, the following hypothesis can be formulated:

H2: Work-life balance has a positive effect on work engagement

The effect of work engagement on turnover intention

Work engagement is related to one's job and positively influences employees' enthusiasm and willingness to work. Therefore, when employees feel appreciated, they become more engaged in their work, and consequently, fewer employees consider leaving their jobs. Work engagement is a driving force or motivation that mediates the relationship between the job and the employee themselves (Silva and Lopes, 2021). The relationship between work engagement and turnover intention, according to Ivanovic et al. (2020), is that work engagement is a positive behavior that increases work engagement to reduce the intention to leave, thoughts of resigning, and the search for other jobs.

Research conducted by Monica (2021) indicates that work engagement has a significant and negative effect on turnover intention. Research conducted by Malik (2023) indicates that work engagement has a significant and negative effect on turnover intention. Research conducted by Tricahyadinata et al. (2020) indicates that work engagement has a significant and negative effect on turnover intention. Research conducted by Memon et al. (2021) indicates that work engagement has a significant and negative effect on turnover intention. Research conducted by Zhang et al. (2020) indicates that work engagement has a significant and negative effect on turnover intention. This suggests that the lower an individual's work engagement, the higher their intention to leave their job or organization. Based on the theory and previous research findings, the following hypothesis can be formulated:

H3: Work engagement has a negative effect on turnover intention

3. RESEARCH METHOD

This study was conducted at the Gianyar Regency Public Water Company (PDAM) located on Jl. Astina Timur, Samplangan, Gianyar District, Gianyar Regency, Bali. The research subjects in this study were temporary employees at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency. The sample selected for this study consisted of 56 temporary employees at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency. The sampling technique used in this study was

saturation sampling. The data collection methods used in this study were: observation, interviews, documentation, and questionnaires. The data analysis techniques employed included the Research Instrument Test, Classical Assumption Test, Multiple Linear Regression Analysis, Coefficient of Determination Analysis, and t-test.

4. RESULTS AND DISCUSSION

Research Instrument Test

a. Validity Test

Table 2. Results of the Research Instrument Validity Test

Statement	Pearson Correlation	Standard	Note
Work-Life Balance (X_1)			
X1.1	0.900	0.30	Valid
X1.2	0.953		Valid
X1.3	0.969		Valid
Work Engagement (X_2)			
X2.1	0.974	0.30	Valid
X2.2	0.944		Valid
X2.3	0.982		Valid
Turnover Intention (Y)			
Y.1	0.964	0.30	Valid
Y.2	0.905		Valid
Y.3	0.945		Valid

Source: Processed data (2025)

Table 2 shows that all Pearson Correlation values for the instruments are above 0.30. This means that all instruments used to collect data in the form of questionnaires are valid.

b. Reliability Test

Table 3. Instrument Reliability Test Results

Variable	Number of Instruments	Cronbach's Alpha	Standard	Note
Work-Life Balance (X_1)	3	0.935	0.60	Reliable
Work Engagement (X_2)	3	0.965		Reliable
Turnover Intention (Y)	3	0.932		Reliable

Source: Processed data (2025)

Table 3 shows that the Cronbach's Alpha values for each variable are greater than 0.60. This indicates that all instruments are reliable, and the study can proceed.

Results of the Analysis of the Effects of Work-Life Balance and Work Engagement on Turnover Intention

Table 4. Summary of Analysis Results

	Variable	B	Beta	t	Sig.
1	Constant	18.342		27.471	0.000
	Work-Life Balance	-0.534	-0.401	-4.074	0.000
	Work Engagement	-0.585	-0.530	-5.383	0.000
	R				0.860
	Adjusted R-Square				0.730

F	75.304
Sig. F	0.000

Source: Processed data (2025)

Multiple Linear Regression Analysis

Based on the values in Table 4, the multiple linear regression equation will be:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 18.342 - 0.335 X_1 - 0.756 X_2$$

Based on the multiple linear regression equation above, the regression line equation indicates that:

a = 18.342, meaning that if there is no consideration of Work-Life Balance and Work Engagement, or if their values are constant, then the level of turnover intention remains constant.

b₁ = -0.534, meaning that if Work Engagement is considered constant or its value remains fixed, then an increase in Work-Life Balance will be followed by a decrease in turnover intention.

B₂ = -0.585, meaning that if Work-Life Balance is considered constant or its value remains fixed, an increase in Work Engagement will be followed by a decrease in turnover intention.

From the above equations, it can be explained that the direction of the relationship between the independent variables Work-Life Balance and Work Engagement and the dependent variable turnover intention is negative. Negative regression coefficients indicate an inverse relationship, where better Work-Life Balance and Work Engagement are associated with a decrease in turnover intention at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency, and vice versa.

Classical Assumption Test

a. Normality Test

Table 5. Normality Test Results

	Unstandardized Residual
N	58
Asymp. Sig. (2-tailed)	0.200

Source: Processed data (2025)

Table 5 shows that the Asymp. Sig. (2-tailed) value is 0.200. This value is greater than 0.05, which means that the variable can be said to be normally distributed.

b. Multicollinearity Test

Table 6. Multicollinearity Test Results

Independent Variables	Tolerance	VIF Value
Work-Life Balance	0.507	1.972
Work Engagement	0.507	1.972

Source: Processed data (2025)

Table 6 shows that the Tolerance value is greater than 0.10 and the VIF value is less than 10. Therefore, it can be concluded that there is no multicollinearity in the regression model.

c. Heteroscedasticity Test

Table 7. Results of the Heteroscedasticity Test

Variable	Sig.
Work-Life Balance	0.404
Work Engagement	0.985

Source: Processed data (2025)

Table 7 shows that the significance value between the independent variables and their absolute residual values (ABS_RES) is greater than 0.05. This indicates that there is no heteroscedasticity in the regression model.

Coefficient of Determination

Based on the analysis results in Table 4, the coefficient of determination (Adjusted R-Square) is 0.730. This means that the combined contribution of Work-Life Balance and Work Engagement to the of turnover intention is 73%, while the remaining 27% is influenced by other variables not discussed in this study.

t-Test

Based on Table 4 above, the following conclusions can be drawn:

a. The Effect of Work-Life Balance on Turnover Intention

Based on the analysis results, the calculated t-value for Work-Life Balance is -4.074, the beta coefficient is -0.401, and the significance level is $0.000 < 0.05$. This indicates that Work-Life Balance has a negative and significant effect on turnover intention. This also means that the first hypothesis (H1), which states that work-life balance has a negative effect on turnover intention, can be accepted.

b. The Effect of Work Engagement on Turnover Intention

Based on the analysis results, the calculated t-value for Work Engagement is -5.383, the beta coefficient is -0.530, and the significance level is $0.000 < 0.05$. This indicates that Work Engagement has a negative and significant effect on turnover intention. This also means that the third hypothesis (H3), which states that Work Engagement has a negative effect on turnover intention, is accepted.

F-Test

Based on the analysis results in Table 4, the calculated F-value is 75.304 and the F-significance is $0.000 < 0.05$. This indicates that Work-Life Balance and Work Engagement simultaneously have a significant effect on turnover intention.

Results of the Analysis of the Effect of Work-Life Balance on Work Engagement

Table 8. Summary of Analysis Results

Variable	B	Beta	t	Sig.
Constant	1.262		1.542	0.129
Work-Life Balance	0.847	0.702	7.245	0.000
R				0.702
R-squared				0.493

Source: Processed data (2024)

Simple Linear Regression Analysis

Based on the values in Table 8, the simple linear regression equation will be:

$$Y = a + bX$$

$$Y = 1.262 + 0.847 X_1$$

Based on the linear regression equation above, the regression line equation is obtained, which indicates that:

a = 1.262, meaning that if there is no attention to Work-Life Balance, or if its value is constant, then Work Engagement remains constant.

b = 0.847, meaning that an increase in Work-Life Balance is followed by an increase in Work Engagement.

From the equation above, it can be explained that the direction of the relationship between the Work-Life Balance variable and the Work Engagement variable is positive. A positive regression coefficient indicates a direct relationship, where better Work-Life Balance is followed by increased Work Engagement at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency, and vice versa.

Classical Assumption Test

a. Normality Test

Table 9. Normality Test Results

	Unstandardized Residual
N	58
Asymp. Sig. (2-tailed)	0.000

Source: Processed data (2025)

Table 9 shows that the Asymp. Sig. (2-tailed) value is 0.200. This value is greater than 0.05, which means that the variable can be said to be normally distributed.

b. Multicollinearity Test

Table 10. Multicollinearity Test Results

Independent Variables	Tolerance	VIF Value
Work-Life Balance	1.000	1.000

Source: Processed data (2025)

Table 10 shows that the Tolerance value is greater than 0.10 and the VIF value is less than 10. Therefore, it can be concluded that there is no multicollinearity in the regression model.

c. Heteroscedasticity Test

Table 11. Results of the Heteroscedasticity Test

Variable	Sig.
Work-Life Balance	0.060

Source: Processed data (2025)

Table 11 shows that the significance values between the independent variables and their absolute residual values (ABS_RES) are greater than 0.05. This indicates that there is no heteroscedasticity in the regression model.

Coefficient of Determination

Based on the analysis results in Table 8, the coefficient of determination (R Square) is 0.493. This means that the contribution of Work-Life Balance to Work Engagement is 49.3%.

t-Test

Based on the analysis results, the calculated t-value for Work-Life Balance is 0.847, with a beta coefficient of 0.702 and a significance level of $0.000 < 0.05$. This indicates that Work-Life Balance has a positive and significant effect on turnover intention. This also means that the second hypothesis (H2), which states that Work-Life Balance has a positive effect on turnover intention, can be accepted.

Discussion

The Effect of Work-Life Balance on Turnover Intention

Work-life balance has a significant negative impact on employee turnover intention at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency. This implies that as work-life balance improves, turnover intention decreases. Work-life balance is defined as an individual's ability to fulfill their

work and family commitments, as well as other non-work responsibilities. Employees often face various challenges at their workplace, making it highly likely that they will experience excessive stress that disrupts their work-life balance. If employees are unable to balance work time with personal time spent with their families, the opposite of work-life balance—work-life imbalance (a disruption in the balance between personal and professional life)—will occur. Consequently, an employee may opt for “ ” to seek alternative solutions, another job, or even resign from the company. These findings are also supported by previous research conducted by Herliana et al. (2021), which states that work-life balance has a significant and negative effect on turnover intention. Triningsih et al. (2024) state that work-life balance has a significant and negative effect on turnover intention. Gautama et al. (2024) state that work-life balance has a significant and negative effect on turnover intention. Research conducted by Fitria et al. (2019) indicates that work-life balance has a significant and negative effect. Research conducted by Ahmad (2022) indicates that work-life balance has a significant and negative effect on turnover.

The Effect of Work-Life Balance on Work Engagement

Work-life balance has a positive and significant impact on employee work engagement at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency. This means that as work-life balance improves, employee work engagement will increase accordingly. Work-life balance plays a role and is one of the factors in increasing work engagement. When employees have the opportunity to manage their personal lives, it positively enhances their work engagement and productivity. Employees with high work engagement exhibit more positive emotions—such as gratitude, happiness, and enthusiasm toward their work—enabling them to perform more effectively. Consequently, a high level of work engagement influences employees' ability to complete their tasks. In this context, individuals require a balance between work-related tasks and non-work activities, known as work-life balance. Achieving work-life balance enhances work engagement, leading employees to demonstrate higher-quality work. These findings are supported by prior research conducted by Kahpi et al. (2024), which states that work-life balance has a significant and positive impact on work engagement. Research conducted by Rahmayanti et al. (2022) indicates that work-life balance has a significant and positive effect on work engagement. Research conducted by Ubay (2023) indicates that work-life balance has a significant and positive effect on work engagement. Research conducted by Wijaya et al. (2021) indicates that work-life balance has a significant and positive effect on work engagement. The more balanced the work-life balance of employees, the better the impact on work- -engagement. Nursanti et al. (2024) state that work-life balance has a significant and positive effect on work engagement.

The Effect of Work Engagement on Turnover Intention

Work engagement has a significant negative effect on employee turnover intention at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency. This implies that as work engagement improves, turnover intention decreases. One approach companies can adopt to reduce high turnover rates among employees is to foster a sense of commitment among employees toward the organization or company (work engagement). Work engagement is defined as the degree to which an employee is committed to an organization, and the outcomes of this commitment are determined by how they work and the duration of their employment. Employees who are engaged in their work exhibit high energy levels, work diligently, perform their duties with care, and deeply embrace their roles. Employees who feel engaged in their work are less likely to intend to resign from their positions. This is supported by Monica's (2021) research, which states that work engagement has a significant and negative effect on turnover intention. Research conducted by Malik (2023) also indicates that work engagement has a significant and negative effect on turnover intention. Research conducted by Tricahyadinata et al. (2020) states that work engagement has a significant and negative effect on turnover intention. Additionally, research conducted by Memon et al. (2021) states that work engagement has a significant and negative effect on turnover intention.

5. CONCLUSIONS AND LIMITATIONS

Conclusion

Based on the discussion in the previous chapter, the following conclusions can be drawn: Work-life balance has a significant negative effect on employee turnover intention at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency; this means that the better the work-life balance, the lower the employee turnover intention at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency. Work-life balance has a positive and significant effect on employee work engagement at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency; this means that the better the work-life balance, the higher the employee work engagement at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency will be. Work engagement has a negative and significant effect on employee turnover intention at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency; this means that as work engagement improves, employee turnover intention at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency will decrease.

Limitations

Based on the coefficient of determination, the variables work-life balance and work engagement account for 73% of the variance in turnover intention. Meanwhile, the remaining 27% is influenced by other factors; thus, it can be concluded that the independent variables used in this study do not yet encompass all factors influencing turnover intention at the Regional Water Supply Company (PDAM) Tirta Sanjiwani in Gianyar Regency. Additionally, the study was conducted at only one research site. Therefore, future research could be conducted on a broader scale or across multiple research sites.

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