



The Effect of Work-Life Balance and Organizational Commitment on Turnover Intention with Career Development as a Moderating Variable

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Abstract

Purpose - This research aims to obtain empirical evidence about the effect of work life balance and organizational commitment on turnover intention with career development as a moderating variable

Design/methodology/approach - This research uses a quantitative type of research. This research was conducted using a questionnaire distributed to educators in private institutions, namely as many as 35 questionnaires distributed via email and social media. Each questionnaire distributed contains 30 statements for respondents to answer. From the distribution of the questionnaire, 30 respondents provided answers from 2 private institutions. To get the results of this research, researchers used PLS SEM Version 3.0.

Findings - The results of this research found that work life balance has a negative and insignificant effect on turnover intention, organizational commitment has a positive and insignificant effect on turnover intention, career development can weaken the relationship between work life balance and turnover intention, career development can strengthen the relationship between organizational commitment to turnover intention.

Research limitations/implications - The focus is to explore the relationship between these independent variables and turnover intention, emphasizing the importance of understanding the intention to leave a job among educators in private educational institutions.

INTRODUCTION

Education serves as the main pillar in building a generation characterized by quality, excellence, and strong character, ready to compete on a global scale. Within the education





system, teachers play a critical role. Teachers are not only professionals tasked with delivering formal educational materials but also mentors who shape character. They fulfill these roles as individuals, members of society, adherents of a religion, and citizens of a nation. Character education is equally as important as formal education in scientific subjects. According to Maemonah (2012), character education is a learning component integrated with other subjects to foster and develop students' positive personality. This researcher focuses on the education sector, particularly private schools, as the researcher recognizes the importance of education and the disparities in the welfare of educators across Indonesia.

The phenomenon of turnover intention – employees' intention to leave their jobs – became particularly prominent during the Covid-19 pandemic, both globally and locally. Globally, a survey conducted by Horace Mann Educators Corporation involving 1,240 educators in the United States revealed that 27% were considering quitting their jobs, retiring early, or taking leave due to the pandemic. Additionally, 77% reported increased workloads, 60% expressed reduced job satisfaction, and 59% felt insecure about the health and safety protocols in their school districts.

In Indonesia, a similar situation emerged in 2021 with the introduction of the Government Employees with Work Agreement (PPPK) program. This program attracted many private school educators seeking better benefits unavailable in private school. Although exact data on private teacher applicants is unavailable, according to JPNN.com, Nunuk Suryani, Secretary of the Directorate General of Teachers and Education Personal (GTK) of the Ministry of Education, stated that around 40,000 private teachers passed the PPPK selection in 2021. To prevent foundations from losing teachers, additional requirements were implemented, including a letter of approval from the foundation, ensuring teachers registered for the program as permanent employees of the foundation.

Several factors influence turnover intention among private school educators, stemming from both organizational and individual sources. Organizational factors include leadership support, work environment, performance assessment, organizational culture, compensation, communication, and perceived organizational support. Individual factors relate to employee Behavior, character, and personal qualifications, manifesting as job satisfaction, motivation, organizational commitment, loyalty, work discipline, work-life balance, and career development (Kamijan, 2021).

Work-life balance is a critical factor that negatively influences turnover intention. Research by Dwi Afnisya'id & Aulia (2021) employees at Perum BULOG demonstrated that strong work-life balance support significantly reduced employees' intention to leave. Similarly, Herliana et al. (2021) found that a balanced work-life environment in Jakarta's real estate sector led to a lower likelihood of turnover. Conversely, research by Awan et al. (2024) at CV Rinjani indicated that work-life balance showed a positive correlation with turnover, highlighting different dynamics in various industries.

Organizational commitment also plays a role in reducing turnover. Annisa (2018) research at Pandeglang Berkah Hospital found a strong negative relationship between organizational commitment and turnover intention. Similar findings by Elvia & Nika (2023)





at PT, BPR Kerinci revealed that employers who felt proud and satisfied with their organization were less likely to leave. However, Gayatri & Muttaqiyathun (2020) demonstrated a positive correlation between organizational commitment and turnover intention, showing how this factor varies in different contexts.

Career development is another significant factor. Studies by Yumna & Setiawati (2022) on employees at Grand Inna Malioboro Hotel in Yogyakarta Revealed that career development opportunities reduced turnover intention. Similarly, research by Marcella & Ie (2022) supported the notion that career enhances job satisfaction, making employees more likely to stay in their current positions.

LITERATUR REVIEW

Theory Planned Behavior

The Theory of Planned Behavior was originally proposed by Icek Ajzen in 1975. This theory assumes that humans are rational beings who systematically process information to guide their actions. Before taking any action, individuals consider the purpose or goal of their behavior. According to the Theory of Planned Behavior, a person's behavior is determined by their intention (behavioral intention) to perform a specific action. This behavioral intention is, in turn, influenced by their attitudes toward the behavior (Ajzen, 1991).

Turnover Intention

Turnover refers to the process of employee turnover, which can be interpreted as an employee's decision to resign or leave the company or organization where they work. Meanwhile, "intention" refers to a deliberate plan organization. Thus, turnover intention is the intention of an employee to make the decision to leave or resign from the company, either voluntarily or at the company's request. According to Dewi et al. (2021), turnover intention represents the process in which employees leave the organization and must be replaced promptly. Such departures, whether voluntary or initiated by the company, can disrupt organizational operations, performance, and teamwork dynamics. Moreover, high turnover rates can impose significant financial and operational costs on the company.

Work Life Balance

Work life balance plays an important role in helping employees manage their work, personal life, and family, thereby reducing high levels of stress (Nurkarimah & Rositawati, 2023). Work life balance refers to a condition in which an employee can balance the responsibilities and interests of the company with their personal interests as an individual outside the organization. Indicators of request balance include work interference with personal life, personal life interference with work, and the enhancement of work by personal life. These indicators can understand the importance of balancing work and personal life and can lead individuals to reflect more on their work-life balance, potentially





reducing employee turnover in an organization.

Organizational Commitment

Organizational commitment refers to an individual's dedication to carrying out tasks on behalf of the organization to which they belong (Sagala et al., 2024). In organizational structuring, commitment plays a crucial role, as the motivation driven by strong beliefs and willingness can help organize and empower the resources within the organization. From the definition above, it can be concluded that organizational commitment plays an essential role because it prioritizes the interests of the organization over personal interests in order to achieve organizational goals.

Career Development

Career development is a series of individual processes through which an employee works to achieve goals by taking on specific tasks and positions within the organization. It is an ongoing process that individuals undergo through personal efforts to realize their career planning objectives, aligned with organizational conditions (Burso, 2018). Providing opportunities for career development can give benefits for both employees and the organization. Career development has determining indicators: strong desire among employees to remain members, work diligently, accept organizational values and embrace the organization's goals.

Hypothesis Development

Work life balance is one of the indicators that determines whether an employee has the intention of desire to leave a company. Work life balance reverses the balance or adjustment between the amount of time a person spends on their job and the time they have for other activities (Heliana et al., 2021). Therefore, work life balance can encourage employees to stay with the company they are part of. The result of the study by Sukarman (2022) shows that work life balance has a significant negative effect on turnover intention. Herliana et al. (2021) also found that work life balance has a significant negative effect on turnover intention. Meanwhile, Dwi Afmisyaid & Aulia (2021) reported negative results regarding the effect of work life balance on the number of turnover intentions. Based on these previous findings, the researcher hypothesizes that:

H₁ Work life balance has a negative and significant effect on Turnover intention

Organizational commitment is a process through which an individual strives to fulfill their life needs by aligning with the goals, vision, and mission of the organization they are part of. Organizational commitment is one of the key variables determining whether an employee can maintain their position within the organization without the intention of leaving. The research by Elvia & Nika (2023) shows that organizational commitment has a negative effect on turnover intention. Similarly, the research by Silaban & Syah (2018) found that organizational commitment negatively affects turnover intention. Meanwhile, Anniasa (2018) research concluded that organizational commitment has a significant effect





on turnover intention. Best on this finding, there is a chair proposes the following hypothesis:

H₂ Organizational Commitment has a negative effect on Turnover intention

Career Development can increase employee certification by planning future careers. As such, career development is a critical factor for employees in performing their work within a company. The higher the level of career development, the lower the intention of employees to leave the company. In the research by Yumna & Setiawati (2022), career development is one of the variables that can negatively affect employee turnover intention. Career Development also has a negative effect on employee turnover invention, as seen in the research by. Additionally career development negatively affects turnover invention, according to the research by Parmanasari & Suryani (2018). Research that finds negative results from carrier development on the number intention is also reported in the research by Marcella & Ie (2022). Based on this previous research, the researcher concluded the following hypothesis:

H₃ Career development strengthens Work life balance on Turnover intention

Career development is a factor that can influence the level of intention to lift the company. For an employee, having the opportunity to develop their career through promotions, training, and other opportunities is an important factor in maintaining a long-term career. In the research by Yumna & Setiawati (2022), career development is one of the variables that can negatively affect employee turnover intention. Career Development also has a negative effect on employee turnover invention, as seen in the research by. Additionally career development negatively affects turnover invention, according to the research by Parmanasari & Suryani (2018). Research that finds negative results from carrier development on the number intention is also reported in the research by Marcella & Ie (2022). Based on this previous research, the researcher concluded the following hypothesis:

H₄ Career development strengthens Organizational Commitment on Turnover intention

RESEARCH METHOD

This research uses a quantitative method to analyze the significant relationships between the variables and their study in order to draw conclusions that will provide a general overview of the subject. The data is represented in the form of values or scores based on the responses to statements in the questionnaire (Afriady & I, 2022). This sampling design used in this study is not probability sampling. The data collection was conducted at one point in time (cross-sectional), and data analysis was carried out through hypothesis testing. The unit of analysis in this study is individual teachers working in private schools, who serve as the research subject. The variables used in this research are as follows:



Table 1. Variable Measurements

Type	Variable	Dimension	Source
Independent Variables	Work Life Balance	<ol style="list-style-type: none"> 1. Work interference with personal life 2. Personal life interference with work 3. Personal life enhancement of work 	Feby Azhar Awan; Rama Chandra Jaya (2024).
	Organizational Commitment	<ol style="list-style-type: none"> 1. Strong desire to remain a member 2. Willingness to strive 3. Value acceptance 4. Acceptance of company objectives 	Mochammad Catur Indrajaya; Udik Jatmiko; Nur Hidayat (2023)
Dependent Variable	Turnover Intention	<ol style="list-style-type: none"> 1. Desire to quit 2. Job search 3. Thinking of quitting 	Mochammad Catur Indrajaya; Udik Jatmiko; Nur Hidayat (2023)
Moderation Variable	Career Development	<ol style="list-style-type: none"> 1. Career Management 2. Career Planning 	Jessica Marcella; Mei Ie (2022)

The data analysis method used in this study was the Partial Least Square (PLS) methodology. PLS is a structural equation modeling (SEM) solution method that is better suited for the study than other SEM approaches. PLS-SEM was chosen for its advantages in handling small sample sizes and evaluating complex relationships among latent variables. The linear equation model in this regressions is as follows:

$$TI = \beta_0 + \beta_1 WLB + \beta_2 KO + \beta_3 WLB * PK + \beta_4 KO * PK + \epsilon$$

RESULTS

Respondent Demographics

This research involved 30 respondents from 2 private schools, with 23 from Yayasan Pendidikan Islam Ar-Rahman and 7 from Yayasan Harapan Indonesia. Among them, 18 were male and 12 were female. Most respondents were over 40 years old (16 individuals), while the least represented age group was 31-35 years old (1 individual). Regarding education, 28 respondents held a bachelor's degree, 2 had a master's degree, and none held a doctoral degree.

Normality Testing, Convergent Validity and Reliability Testing

The fundamental assumption of multivariate analysis is normality. The data are considered normal if the skewness value is in the range of $\pm 1,96$ at a significance of 0,05 (Hair et al., 2010). The data is deemed normal since, according to the table, the normality test indicates that each variable's skewness value is less than 1,96. In the meantime, the data processing findings demonstrated that all indicators and dimensions created latent variables, with loading factor $>0,7$ and AVE $>0,5$ meeting the validity of convergence (Hair et al., 2010). Additionally, the reliability test revealed that each variable had Cronbach's alpha and composite reliability values greater than 0,7, indicating the dependability of the data. All things considered, the assessment of the measurement model (outer model) verifies that all dimensions and indicators originate from latent variables.

The Hypothesis Test

The hypothesis in the study can be known from the calculation of the model using the PLS bootstrapping technique. From the result of the bootstrapping calculation, the statistical T value of each relationship or path will be obtained. This hypothesis testing is set with a significance level of 0,05. The analysis employs a moderated regression approach, assuming that career development serves as a moderating variable. The premise is that reducing turnover intention requires the integration of work left balance and organizational commitment as independent variables. Results of the calculation for hypothesis testing in this study obtain as follows:

Table 2. Test Results (Individual)

$$TI = \beta_0 + \beta_1 WLB + \beta_2 KO + \beta_3 WLB * PK + \beta_4 KO * PK + \epsilon$$

Variable	Prediction	Original Sample (O)	P- Values
WLB -> TI	-	-0,010	0,917
KO -> TI	-	0,177	0,302
WLB*PK -> TI	-	0,040	0,747
KO*PK -> TI	-	-0,362	0,041
R-squared		0.900	
Adjusted R- squared		0.879	

Source: SmartPLS Data Processing Results

Caption: WLB = Work Life Balance; KO = Organizational Commitment; TI = Turnover Intention; PK= Career Development

Explanatory

Data processing results R-squared 0,900 and adjusted R-squared 0,879 which can be stated to be in a good category, it shows that 90% of the contributions are the influence of independent variables; work life balance and organizational commitment. While the remaining 10% is explained by other variables outside this research. Further findings show that work life balance has the lowest impact on turnover intention, with an original sample



value of -0,010. Meanwhile, organizational commitment, with an original sample value of 0,177, contributes positively to turnover intention, but with a greater influence. Additionally, work life balance moderated by career development has an original sample value of 0,040. The data also shows that organizational commitment moderate it by carrier development has an original sample value of - 0,362.

DISCUSSIONS

Work life balance has a negative and insignificant effect on Turnover intention

This research emphasizes that work life balance plays an important role in the intention to leave the company. However, the results of this research indicate that work life balance has a negative but statistically insignificant effect. According to the research by Julianti et al., (2022), the presence of work life balance among employees does not influence their intention to leave their current company. The presence of work life balance among educators in private institutions does not affect their intention to leave the institution, as other stronger factors such as the individual's interests in the organization and their personal interests play a more significant role. A strong understanding of work life balance helps individuals develop better self-control and reduces their intention to leave their job.

Organizational commitment has a positive and insignificant effect on Turnover intention

This research indicates that organizational commitment plays an important role in turnover intention. However, in this research, the results show a positive but statistically insignificant effect. According to Bogar et al. (2021), similar findings were observed, where high organizational commitment among employees reduces their likelihood of leaving the organization. Organizations should pay more attention to employees, provide guidance and encouragement, and offer motivation to enhance their loyalty and encourage them to fully utilize their skills and capabilities for the betterment of the organization.

Career development weakens the relationship between Work life balance on Turnover intention

This research shows that career development weakens the relationship between work life balance and turnover intention. This implies that work life balance which includes work interference with personal life, personal life interference with work, and personal life enhancement of work, is not influenced by career development as a factor in reducing employees experience a high level of balance between work and other activities, not all aspects of career development can strengthen the relationship with their turnover intention levels. Career development which consists of career management and career planning, may not always function consistently. Even when supportive career development programs, including specific dimensions, this does not necessarily affect work life balance can impact employees' turnover intention. The findings which indicated that career development weakens the relationship between work life balance and turnover intention, suggest that although career development plays an important role in fostering employee loyalty, there





are many other factors that may have a more dominant influence on this relationship. Therefore, organizations need to consider more complex elements in organizational design and human resource management, including rewarding behaviors that align with organizational goals.

Career development strengthen the relationship between organizational commitment on turnover intention

This study shows that career development can strengthen the relationship between organizational commitment and turnover intention. Organizational commitment includes strong desire to remain a member, willingness to strive, value acceptance, acceptance of company objectives. The commitment held by individuals within an organization forms a belief system that ultimately influences their way of thinking, which can impact their behavior. This commitment is crucial as it can affect productivity, interpersonal relationships, and how employees adapt and contribute to the organization. Therefore, turnover intention is not only influenced by external factors but also by employees' own commitment, which shapes their interaction with work and career development opportunities. Effective career development can support individuals in strengthening organizational commitment and directly reducing turnover intention. Several factors influencing organizational commitment include career management and career planning. Career development support also involves building healthy relationships between supervisors and subordinates, which is essential for enhancing employee loyalty. These factors generally improve positive organizational commitment and reduce turnover intention. Career development plays an important role as a moderating variable that can strengthen the relationship between organizational commitment and turnover intention. This demonstrates that with strong organizational commitment supported by effective career development programs, turnover intention will decrease. When employees exhibit high organizational commitment, they will feel more satisfied and less likely to leave their jobs due to the presence of supportive career development opportunities.

CONCLUSIONS

(1) Work life balance has an negative and insignificant effect on turnover intention. The results of this research indicate that the higher the work life balance, the higher their intention to leave their jobs. (2) Organizational commitment has a positive and insignificant effect on turnover intention. The results of this research indicate that the higher organizational commitment, the higher their intention to leave their job. (3) Career development weakens the relationship between work life balance and turnover intention. The results of this research indicate the higher work life balance, supported by effective career development will increase their intention to leave their jobs. (4) Career development strengthens the relationship between organizational commitment and turnover intention. The results of this research indicate that the higher organizational commitment, supported by effective career development will decrease their intention to leave their jobs.





Theoretical Implications

The findings of this research are expected to contribute to academic literature and assist in developing a more comprehensive theoretical model for understanding similar issues. This study can serve as a reference for analyzing work life balance and organizational commitment as independent variables, turnover intention as the dependent variable, and career development as the moderating variable, particularly among educators in private educational institutions.

Managerial Implications

This research offers valuable insights for universities and companies employing educators in private educational institutions to enhance their understanding of work life balance. It emphasizes the importance of aligning organizational commitment with employees' workload to foster job satisfaction and loyalty, thereby minimizing the risk of fraudulent behavior. By adopting these practices, organizations can effectively reduce turnover intention, promote integrity in all activities, and achieve long-term benefits for the growth and well-being of the organization or company.

Policy Implications

The findings of this research can support regulators and the government in preventing fraud through improved education, training, and awareness by developing programs that strengthen the understanding of work life balance. As regulators, the government must evaluate organizational commitment, particularly for educators in private educational institutions, to ensure these commitments align with the value of their services and the workload they carry. This approach seeks to address the imbalances that frequently arise, thereby improving educators' welfare and facilitating the smooth operation of the education system in Indonesia. Ultimately, this is expected to reduce turnover intention and foster a high-integrity work environment.

Limitations

The limitations of this research include the reliance on questionnaires to measure all research variables—work life balance and organizational commitment as independent variables, turnover intention as the dependent variable, and career development as the moderating variable—which means the data collected reflects the respondents' perceptions. Respondents were contacted via WhatsApp, so the questionnaires were not accompanied by detailed guidance during completion. Consequently, there is a possibility of subjectivity in the respondents' answers, along with challenges in obtaining timely responses and confirmations from the respondents.

Suggestion

Future researchers are encouraged to conduct further studies, given the limited research integrating the concept of organizational commitment and its influence on an individual's intention to leave a job. These efforts are expected to enrich the existing





literature and provide practical insight for organizations to effectively manage employees and enhance workforce retention.

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