

THE INFLUENCE OF COMMUNICATION AND WORK LIFE BALANCE ON EMPLOYEE TURNOVER INTENTION PT POLARIS ALKES STARINDO WITH WORK MOTIVATION AS VARIABLE INTERVENTION

Wanda Ramadhana¹, Yanita², Nurfaliza³, Marbawi⁴, Faisal Matriadi⁴, Yulius Dharma⁵
^{1,2,3,4}

Master Science Management Program, Universitas Malikussaleh, Indonesia

Correspondence Email : yanita@unimal.ac.id

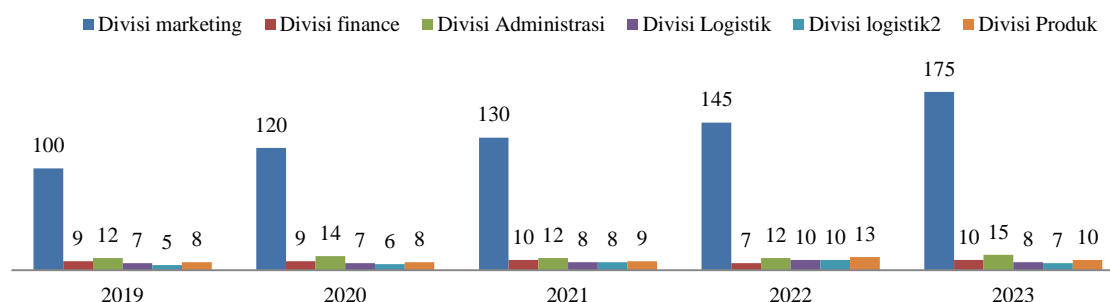
Abstract

This research aims to determine the effect of communication and work-life balance on turnover intention of PT Polaris Alkes Starindo employees, with work motivation as an intervening variable. Data was obtained from questionnaires distributed to 175 employees, and analyzed using quantitative methods with the Structural Equation Modeling (SEM) model. The research results show that communication and work-life balance have a significant effect on work motivation, as well as employee turnover intention. Apart from that, work motivation also mediates the influence of communication and work-life balance on employee turnover intention at PT Polaris Alkes Starindo.

Keywords : Communication, Work Life Balance, Turnover Intention, Motivation.

1. INTRODUCTION

PT Polaris Alkes Starindo implements a culture of change through change agents and Work-Life Balance to create beneficial partnerships with leading medical device brands in Indonesia. The company aims to ensure that every hospital has the necessary devices to treat health problems. However, the implementation of Work-Life Balance faces problems such as a lack of freedom for employees to express opinions, work outside of their main duties which is only assigned to a few employees, and employees who lack responsibility, such as leaving the office before working hours end. The implementation of Work-Life Balance will be studied further. There is a Turnover condition at PT. Polaris Alkes Starindo in the last few years is summarized in the following table:



Graphic image 1.1 PT employee turnover. Polaris Alkes Starindo

Based on figure 1.1. above it can be seen that every year the number of employees who work at the company PT. Polaris Alkes Starindo did not last long so it can be seen that every employee has the intention to leave even though they have only worked for a period of one year. By looking at the number of employees who come in and out every year it can be seen that every employee who is currently working at PT. Polaris Alkes Starindo is also looking for other jobs apart from working at this company. The number of employees remaining in 2023-2024 currently amounts to 175 people specifically from the marketing division. The marketing division is placed in several island areas, Sumatra Area, 35 people, Java Area, 45 people, Banusara, 25 people, Kalimantan, 25 people, Sulawesi, 25 people, and Papua, 20 people. All parties in the organization, including companies, need communication as a basis for cooperation and action so that work can

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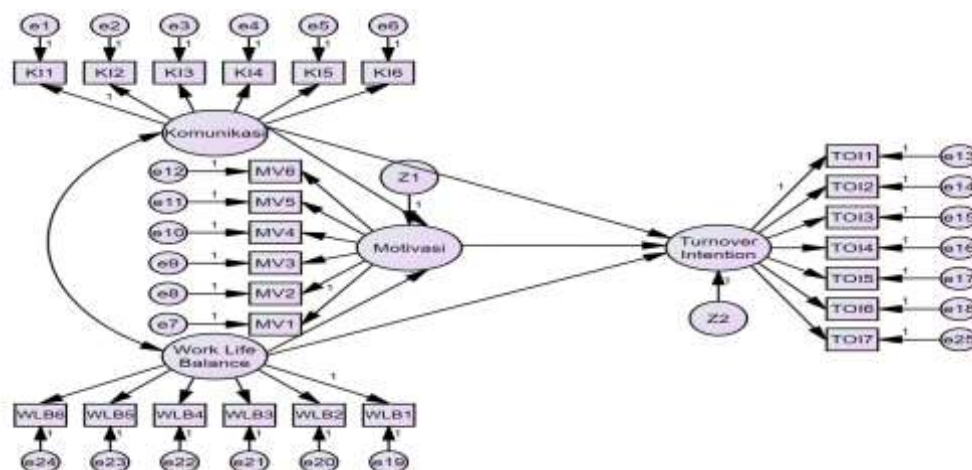
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be carried out smoothly and harmoniously, so that company goals are achieved. Effective communication is the key to establishing cooperative relationships between leaders and employees, as well as between employees. By conveying information about company policies, performance expectations, and feedback effectively, communication can increase employee satisfaction and commitment levels.

Research shows that poor work-life balance can have a negative impact on employee health and organizational performance. Shaffer et al (2019) stated that this imbalance causes stress and increases employees' intention to leave the company (turnover intention). Therefore, it is important to understand how work-life balance influences employees' decisions regarding their work. With a good balance, the employee's personal quality and achievements in the office will also increase, providing benefits for the company and the employee's personal life. High work motivation, as a result of good communication and work-life balance, can reduce employees' desire to leave the company. Thus, work motivation acts as a link that strengthens the positive influence of communication and work-life balance on reducing employee turnover intention at PT Polaris Alkes Starindo. Based on the survey above, it can be seen that what happened at PT Polaris Alkes Starindo was very different from the theory and findings of previous studies as described. In fact, some of the efforts that have been made do not have a positive impact on increasing and increasing employee work motivation, so this raises the question for the author what problems cause weak employee Turnover Intention at PT Polaris Alkes Starindo

2. IMPLEMENTATION METHOD

The research method used in preparing this thesis is a quantitative method. Data was collected by distributing questionnaires to employees of PT Alkes Polaris Starindo face to face. Data analysis was carried out using the Structural Equation Modeling (SEM) method. This method was chosen to examine the relationship between various variables that influence communication, work-life balance and their impact on employee turnover intention. With SEM, researchers can test and model the complex relationships between these factors accurately and in depth. with the following flow diagram:



3. RESULTS AND DISCUSSION

3.1 SEM Assumption Test Results

Structural Equation Modeling (SEM) analysis requires the fulfillment of several assumptions so that the structural model being run can provide valid and reliable results. In this research, there are four SEM assumption testing criteria that are tested, namely sample size, data normality, data outliers, and multicollinearity or singularity. The sample size must be adequate to ensure representative and stable analysis results. The normality of the data needs to be checked to ensure

the data distribution complies with the statistical assumptions used in SEM. Data outliers must be identified and handled so that they do not significantly influence the analysis results. Finally, multicollinearity or singularity is checked to ensure that there is no excessively high correlation between the independent variables, which could interfere with the parameter estimates in the model. By meeting these four criteria, the SEM model can be interpreted more accurately and reliably..

Variable	mi	Max	ske	c.r.	kurtosis	c.r.
	n		w			
TOI7	1	5	-0,498	-2,69	-1,136	-3,069
TOI6	1	5	0,24	1,294	-0,516	-1,393
TOI5	1	5	-0,07	-0,38	0,106	0,286
TOI4	1	5	-0,098	-0,527	-0,16	-0,433
TOI3	1	5	0,141	0,763	0,15	0,405
TOI2	1	5	0,006	0,031	-0,624	-1,685
TOI1	1	5	0,262	1,414	-0,311	-0,839
MV6	1	5	-0,526	-2,838	-0,232	-0,627
MV5	1	5	-0,145	-0,781	-0,732	-1,978
MV4	1	5	-0,113	-0,609	-0,8	-2,161
MV3	1	5	-0,334	-1,802	-0,676	-1,826
MV2	1	5	-0,354	-1,913	-0,644	-1,74
MV1	1	5	-0,15	-0,811	-0,364	-0,982
WLB6	1	5	-0,352	-1,898	-0,539	-1,456
WLB5	1	5	-0,424	-2,292	-0,129	-0,349
WLB4	1	5	-0,231	-1,247	-0,583	-1,575
WLB3	1	5	-0,124	-0,668	-0,535	-1,444
WLB2	1	5	-0,342	-1,847	-0,631	-1,705
WLB1	1	5	-0,354	-1,911	-0,822	-2,22
KI6	1	5	-0,28	-1,51	-0,591	-1,596
KI5	1	5	-0,338	-1,824	-0,44	-1,189
KI4	1	5	-0,261	-1,409	-0,496	-1,34
KI3	1	5	-0,067	-0,362	-0,484	-1,308
KI2	1	5	-0,204	-1,102	-0,504	-1,362
KI1	1	5	-0,307	-1,659	-0,76	-2,053
Multivariate					-3,662	-0,659

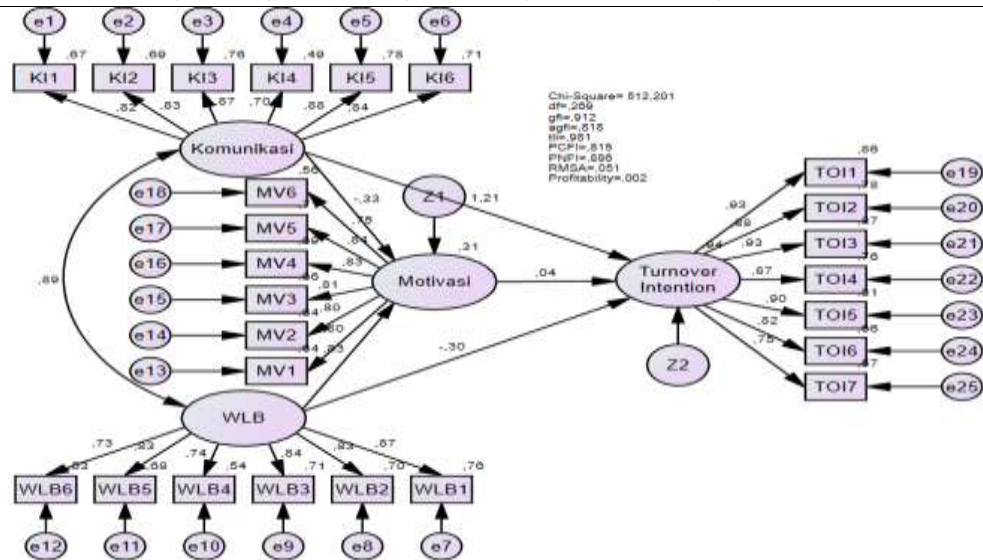
Based on the figures as shown in Table 1, it can be seen that there is not a single univariate value of the critical skewness ratio that is outside the value range of ± 2.58 . Thus, it can be concluded that the overall data in univariate is normally distributed, likewise in multivariate the critical ratio kurtosis value is still in the range of ± 2.58 , namely 2.955, (larger) so it can be concluded that both univariate and multivariate data in This research has a normal distribution

3.2 Full Model Analysis Results Before Modification

The first stage in this analysis is evaluating the basic research model. This step is important to determine the extent to which the initial model formed in this research meets the Goodness of Fit (GOF) criteria. Testing of the full model was carried out involving all the variables that had been determined in the research. This analysis aims to identify how well the model fits the existing data. In this stage, various GOF indices, such as Chi-square, RMSEA, CFI, and TLI, are examined to assess model fit. If the analysis results show that the basic model does not meet the expected GOF criteria, then further modifications are needed to improve the suitability of the model.

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3.3 Full Model Analysis Results After Modification

The next step in the analysis is to modify the model to improve its fit to the data. Modifications are carried out by adding covariance between errors based on recommendations from modification indices (MI) presented in Table 1. This process helps in identifying and correcting inaccurate model specifications, so that the model can better reflect empirical data. After the modifications were made, the results are shown in Figure 2. This modification aims to increase the Goodness of Fit (GOF) index value so that the resulting model is more accurate and reliable in describing the relationship between the variables studied.

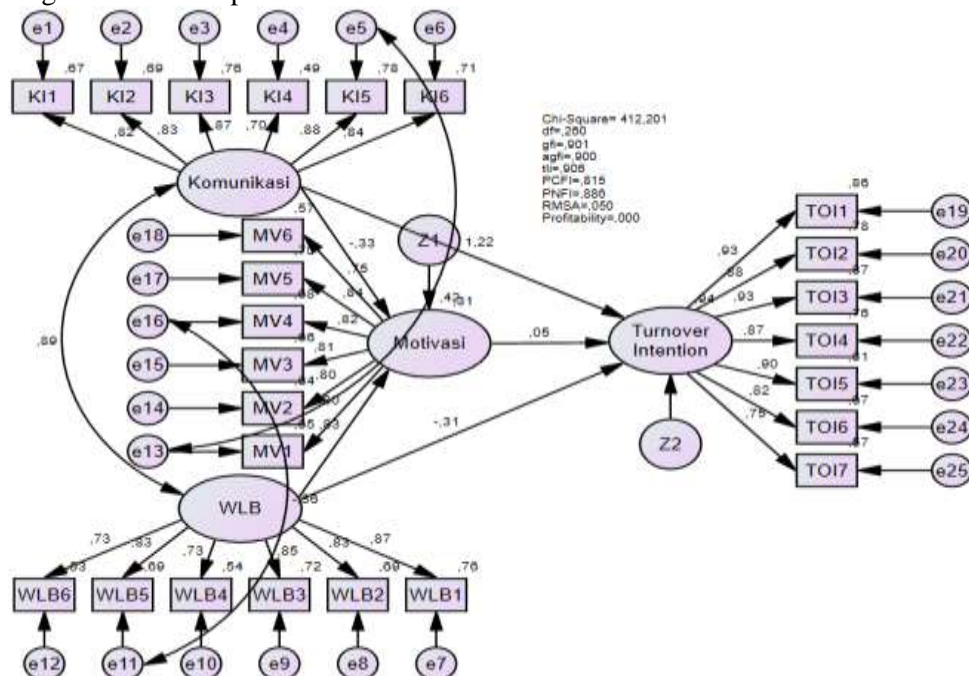


Table of Goodness of Fit Full Model After Modification

Kriteria	Expected Value	Value Before Modification	MarkAfter Modification	Conclusion
<i>Chi Square</i>	Diharapkan Kecil	512,201	412,201	Goodfit
<i>Goodness Of Fit Indeks (GFI)</i>	> 0,90	0,912	0,912	Goodfit
<i>Root Mean Square Error of Approximation (RMSEA)</i>	< 0,05-0,08	0,051	0,050	Goodfit
<i>Adjusted Goodness Of Fit Indeks (AGFI)</i>	> 0,90	0,818	0,900	Goodfit
<i>Tucker Lewis Indeks (TLI)</i>	> 0,90	0,981	0,906	Goodfit
<i>Comparative Fit Index (CFI)</i>	> 0,90	0,815	0,815	Marginal Fit
<i>CMIN/DF</i>	< 2,00	0,269	0,260	Goodfit
<i>P-Value</i>	< 0,05	0,002	0,000	Goodfit

Based on the data in Table 2, it can be explained that all GOF values have met the required criteria except for the CFI value (0.815) which is still marginal but the value is getting better compared to the value before modification, so that the model can be said to be fit, meaning the data is in accordance with the model and can be explains the model well

3.4 Parameter Value Estimation Results

To find out how much influence, direction of influence and significance of the influence of exogenous variables on endogenous variables, an analysis of parameter value estimation is carried out. The coefficient value used is the estimated standardized regression weights value as shown in Table 5.19.

Table 3 Estimated Parameter

			Standardized Estimate	S. E.	C.R.	P
Motivation	<---	WorkLife_Balance	1,207	284	4,243	***
Motivation	<---	Communication	,960	226	4,243	***
TurnOver_Intention	<---	Motivation	,086	033	2,624	,009
TurnOver_Intention	<---	WorkLife_Balance	,714	182	3,930	***
TurnOver_Intention	<---	Komunikasi	,061	028	2,167	,031

Based on the figures as shown in Table 3 it can be explained that:

1. The coefficient value of the Work Life Balance variable on Motivation is 1.207 with a significant value of 0.000 (***) which is much smaller than 0.05, meaning that the Work Life Balance variable has a positive and significant effect on the Motivation variable
2. The coefficient value of the Communication variable on Motivation is 0.960 with a significant value of 0.000 (***) which is much smaller than 0.05, meaning that the communication variable has a positive and significant effect on the Motivation variable

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3. The coefficient value of the Motivation variable on employee Turnover Intention is 0.086 with a significant value of (0.009), meaning that the Motivation variable has a positive and significant effect on employee Turnover Intention.
4. The coefficient value of the Work Life Balance variable on Turnover Intention is 0.03 with a significant value of 0.000 (***) which is much smaller than 0.05, meaning that the Work Life Balance variable has a positive and significant effect on the Turnover Intention variable.
5. The coefficient value of the Communication variable on Turnover Intention is 0.061 with a significant value of 0.031 which is much smaller than 0.05, meaning that the Communication variable has a positive and significant effect on the Turnover Intention variable.

3.5 Communication- Motivation-Turnover Intention

To find out whether the Motivation variable can be said to be a mediating variable for the relationship between the Communication variable and employee Turnover Intention at PT Polaris Alkes Starindo, a mediation effect test was carried out using the criteria or stages carried out by Baron & Kenny (1986) as shown in Figure 1

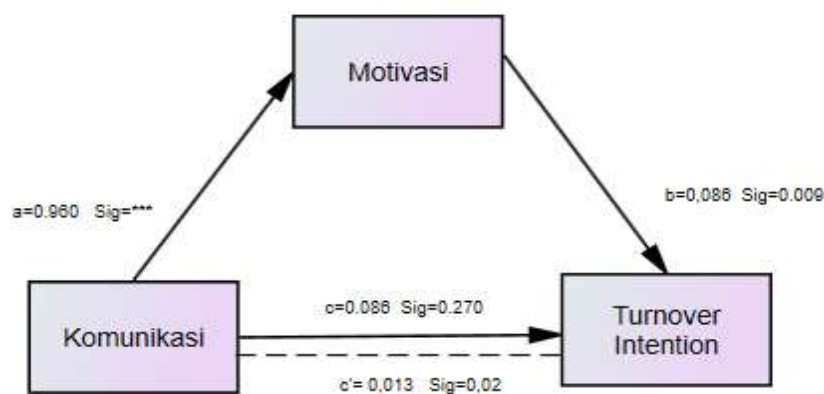


Figure 1 Testing the Mediation Effect of KI-MV-TOI

Based on the numbers displayed in Figure 2, it can be explained that the path coefficient a is 0.960 (significant), the path coefficient b is 0.086 (significant), the path coefficient c is 0.06 (significant) and the path coefficient c' is 0.013 (significant) where The coefficient value is also smaller than the path coefficient value c . Because paths a , b and c are significant and path c' is also significant, it can be concluded that the Motivation variable partially mediates the relationship between the Communication variable and Turnover Intention. This means that the Motivation variable completely mediates the influence of the Communication variable on employee Turnover Intention at PT Polaris Alkes Starindo. Communication itself can also partially influence Turnover Intention even without motivation.

3.6 Work Life Balance- Motivation-Turnover Intention

To find out whether the Motivation variable can be said to be a mediating variable for the relationship between the Work Life Balance variable and employee Turnover Intention at PT Polaris Alkes Starindo, a mediation effect test was carried out using the criteria or stages carried out by Baron & Kenny (1986) as shown in Figure 2 .

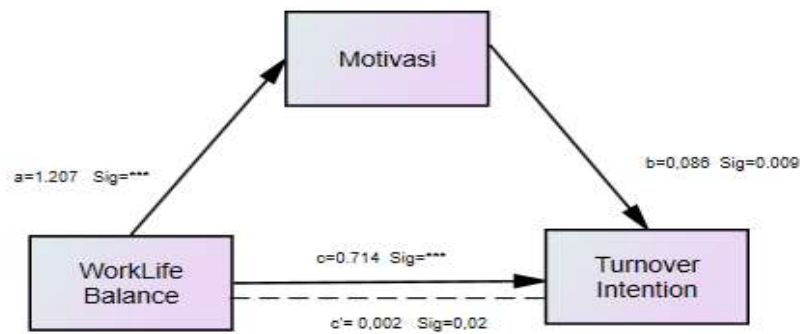


Figure 2 Testing the Mediation Effect of WLB-MV-TOI

Based on the numbers displayed in Figure 5.13, it can be explained that the path coefficient a is 1.20 (significant), the path coefficient b is 0.086 (significant), the path coefficient c is 0.71 (significant) and the path coefficient c' is 0.00 (significant) where the coefficient value is also smaller than the path coefficient value c . Because paths a , b and c are significant and path c' is also significant, it can be concluded that the Motivation variable partially mediates the relationship between the Work Life Balance variable and Turnover Intention. This means that the Motivation variable does not fully mediate the influence of the Work Life Balance variable on employee Turnover Intention at PT Polaris Alkes Starindo. Work Life Balance itself can also partially influence Turnover Intention even without Motivation.

4. CONCLUSION

Based on the research results as described in the discussion section, several conclusions can be formulated as follows:

1. Communication has a significant effect on motivation at PT Polaris Alkes Starindo
2. Work Life Balance has a significant effect on the motivation of PT Polaris Alkes Starindo
3. Communication has a significant effect on employee Turnover Intention at PT Polaris Alkes Starindo
4. Work Life Balance has a significant effect on employee Turnover Intention at PT Polaris Alkes Starindo
5. Motivation has a significant effect on employee Turnover Intention at PT Polaris Alkes Starindo
6. Work motivation mediates the influence of communication on employee Turnover Intention at PT Polaris Alkes Starindo
7. Work motivation mediates the influence of Work Life Balance on employee Turnover Intention at PT Polaris Alkes Starindo.

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