WORK ENVIRONMENT AND LIFE BALANCE ON WORK PASSION AND ITS IMPLICATIONS ON TURNOVER INTENTION

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ABSTRACT
This study examines the effect of work environment and life balance on work passion and its implications for turnover intention. The originality of the study, namely to determine the effect of the work environment and life balance and the role variables that affect turnover passion, focus on turnover intention. Proportional Random Sampling was selected with a sample of 368. Respondents consisted of salespeople and cashiers at Alfamart outlets in Palembang City. The analysis technique uses Structural Equation Modeling analysis. The results showed that work environment and life balance variables had a positive effect on work passion. Work environment variables, life balance and work passion have a direct positive effect on turnover intention. Work environment variables have a positive effect on turnover intention through work passion and life balance variables have a positive effect on turnover intention through work passion at the Crew Store at Alfamart outlets in Palembang City.

KEY WORDS
Work environment, life balance, work passion, turnover intention.

Intense competition in the business world is a challenge for leaders or company owners requires every company to have quality human resources. This is one of the most important factors in an organization to achieve the goals that have been set. In addition, the work environment in a company is very important to be considered by management, because a conducive work environment provides a sense of security and allows employees to work optimally.

Work Environment is a determining factor in improving service quality, a supportive environment for employees, motivation from management, opportunities for professional development, education about communication skills and how to improve professional relationships and resolve conflicts, are ways to improve the work environment, (Hadiwijaya & Nurussama, 2016; Copanitsanou et al., 2017; Cummings et al., 2018). Work environment constraints that are often faced by employees and need more attention, namely situational constraints consisting of noise factors, office furniture, ventilation and light, are the main working environmental conditions that have a negative impact on work performance (Al-Omari & Okasheh, 2017; Khakurel et al., 2018).

Work-life balance is an important factor for every employee, so that employees have a balanced quality of life in dealing with their families and balance in their work (Kelliher et al., 2019; Wood et al., 2020; Palumbo, 2020). Sirgy and Lee (2016) identified four related factors that play an important role in work-life balance, namely: (1) balanced role commitment, (2) positive spillover, (3) role conflict, and (4) social alienation. Work Life Balance is a state of balance between two demands in which the work and life of an individual are the same. Where work-life balance in the view of employees is the choice of managing work and personal obligations or responsibilities towards family. Whereas in the company's view work-life balance is a challenge to create a supportive culture in the company where employees can focus on their work while at work (Lockwood, 2016; Le et al., 2020; Bellmann & Hübler; 2021). Kang et al. (2018) trying to understand the relationship between employee engagement, work-life balance and life satisfaction based on Role Theory and Spillover Theory. This research provides a more comprehensive framework for scholars to understand the work results. To be able to increase employee morale through work-life balance

supported by human resource management practices including rest periods. This will allow to increase life satisfaction, and reduce turnover intention.

Work Passion is defined as an individual's strong inclination towards the work he loves and the notion that the job is a very important part of him that an individual can invest a large amount of time and energy into the job (Forest et al., 2017; Ho & Astakhova, 2020). Harmonious passion occurs as a result of internalizing an activity or into an individual. While obsessive passion occurs in an individual because the process of internalizing an activity that is controlled by oneself to become an identity for the individual himself. This internalization comes from pressure that arises from oneself or from outside either because of certain interests attached to the job, a feeling of acceptance from the social environment if doing something (Ho et al., 2018; Thibault-Landry et al., 2018). Tariq et al. (2019), Butt et al. (2019) provide a potential way to stimulate employee morale (leader–follower) from the perspective of the quality of the relationship with each other. The results show that the morale of the leader (follower) affects the morale of the follower (leader) through the phenomenon of direct crossing (ie crossing through empathy). Passion is said to have a basis of internalization theory from extrinsic motivation to self-determination theory which ultimately divides passion into two dimensions, namely harmonious passion and obsessive passion (Vallerand, 2017).

Turnover is an employee's desire to leave work from the company voluntarily or move from one place to another according to his own choice. Indications of the occurrence of Turnover Intention are marked by several things concerning employee behavior, it can be seen from how much desire to move employees of an organization or company have (Putra & Indrawati, 2015; Guzeller & Celiker, 2020). Organizational justice and supervisory justice are positively related to the quality of the organization-employee relationship, while authoritarian organizational culture is negatively related to it. In addition, there is a positive relationship between authoritarian organizational culture and turnover intention. Organizational fairness and the quality of the organization-employee relationship are negatively related to turnover intention (Kim et al., 2017; Park & Min, 2020). Turnover intention is a tendency to leave or quit a job or organization. Turnover intention is a picture of the thought of leaving or wanting to leave and look for work elsewhere (Chen et al., 2015).

Alfamart has opened franchises throughout Indonesia, including in the city of Palembang. This is achieved if the company can provide a conducive work environment and work-life balance is an important factor for each employee, so that employees have a balanced quality of life in dealing with their families and work so as to reduce the occurrence of turnover intentions influenced by the work environment and work-life balance. In addition, the gap in this study is to determine the effect of the work environment and life balance of crew stores and the role of the intervening work passion variable on turnover intention. This study focuses on turnover intention. An important objective of this study is to examine the effect of work environment and life balance, noting the role of intervening work passion

METHODS OF RESEARCH

The population in this study were employees of PT Sumber Alfaria Trijaya (Alfamart) spread across all Alfamart outlets in Palembang City as many as 4,540 people. To select the respondents used Proportional Random Sampling method. To determine the sample size of a population, the Slovin formula approach is used as follows:

$$n = \frac{N}{1 + Ne^2}$$

Description: n - Sample size; N - Population size; e - Percentage of allowance for inaccuracy due to sampling error.

N = 4.540, e = 5%

So the minimum number of samples to be taken is:

$$n = \frac{4.540}{1+4.540(0,05)^2} \; n = 367{,}611 = 368$$

Based on the results of calculations using the slovin formula in this study the authors took a sample of 368 Crew Stores consisting of salespeople and cashiers at Alfamart outlets.

The type of data used in this study is quantitative data while the source of data used in this study is primary data, namely data obtained directly from distributing questionnaires filled out by respondents, namely PT Sumber Alfaria Trijaya which is spread throughout Alfamart outlets in Palembang City. Operational variables in this study are as follows:

Table 1 – Operational Variable

Variabel	Dimension	Indicator	Scale	Questionnaire Number
Work Environment ($\xi1$)	Physical work environment	Physical conditions that exist around the workplace that can affect employees either directly or indirectly	Ordinal	1– 4
	Non-Physical work environment	All conditions related to work relations, both relationships with upper levels, relationships with colleagues and relationships with lower levels.		5-8
Life Balance ($\xi1$)	Time balance	Refers to the balance of time given to work and an individual's family, social and personal roles	Ordinal	1-3
	Engagement balance	Merujuk pada kesetaraan tingkat keterlibatan psikologis baik dalam pekerjaan maupun peran keluarga, sosial, serta pribadi individu		4-5
	Satisfaction Balance	Balance the level of satisfaction in work, and individual family, social, and personal roles		6-8
Work Passion (η_1)	Harmonious passion	Internalization of an activity or into an individual	Ordinal	1-4
	Obsessive passion	Occurs within an individual because of the process of internalizing an activity that is controlled by oneself to become an identity for the individual himself		5-8
Turnover Intention (η_2)	Thinking of Quitting	Employees are thinking about leaving their jobs or staying in their work environment	Ordinal	1-3
	Intention to search for alternatives	Reflects the individual's desire to find work for other organizations		4-5
	Intention to Quit	Reflects individuals who intend to leave		6-8

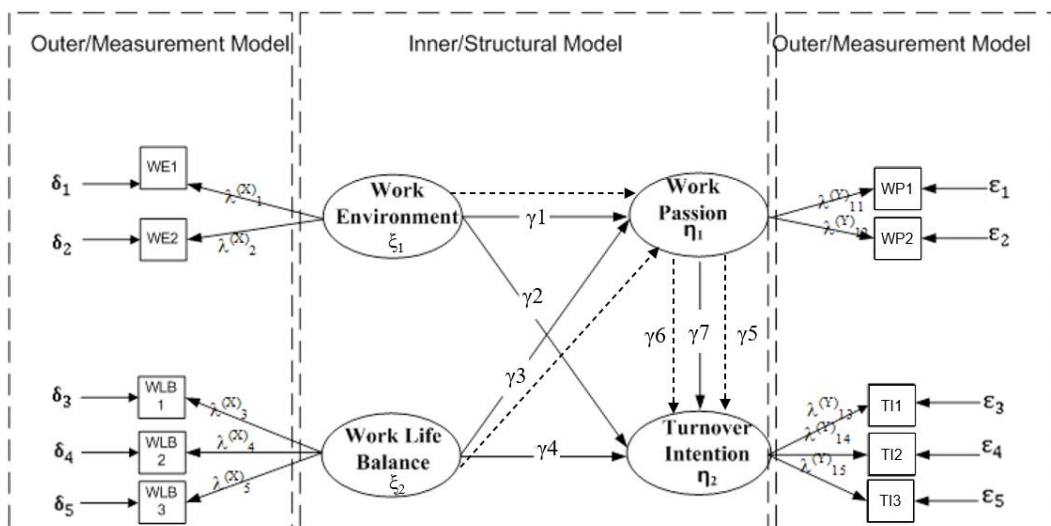The analysis of this research uses Structural Equation Modeling (SEM) Analysis, with a path diagram as shown in Figure 1.

Figure 1 – SEM Model

Information: x and z are indicators for exogenous (ξ) and endogenous (η) latent constructs; λ_x and ζ_z are loading matrices that describe simple regression coefficients, which relate latent variables and their indicators; ε_z and δ_x are measurement error residuals.

SEM analysis consists of two sub-models, namely the measurement model/outer model and structural model/inner model. The structural model equation is as follows:

$$\eta = \beta_\Phi + \beta_\eta + \Gamma\xi + \zeta$$

Where: η is an endogenous construct vector; ξ is an exogenous construct vector; Γ is the path coefficient matrix; ζ is a avector of residual variables (*unexplained variance*); β is the path coefficient of the endeogenous variable (η) and eksogen variabel (ξ).

The equation of causality (causal chain system) between exogenous latent variables and each endogenous latent variable is specified as follows:

$$\eta_i = \Sigma_i \, \beta_{ji} \, \eta_i + \Sigma_i \, y_{jb} \, \xi_b + \zeta j$$

Where: B_{ji} and y_{jb} are path coefficients for endogenous variables (η) and exogenous variabel (ξ).\; *i* and *b* are range indicators; ζ_j is a linear residual variable*.*

RESULTS AND DISCUSSION

Work environment and life balance on work passion and its implications for turnover intention, there is a loading factor that is less than 0.5 so that these indicators must be removed from the life balance, namely LB1 and LB2, and T16 on the Turnover Intention variable. Overall, from the results of the Goodness of Fit index test, there are 4 indexes (Chi-Square, RMSEA, RMR, AGFI) with marginal status and 5 indexes (NFI, NNFI, CFI, IFI, GFI) with Good Fit status.

Table 2 – Frequency Distribution for Work Environment (ξ 1)

NO	STATEMENT	STS		TS		N		S		SS	
		1	%	2	%	3	%	4	%	5	%
Physical Work Environment											
WE1	The lights/light sources at the Alfamart outlets are adequate.	4	1.09	19	5.16	41	11.14	196	53.26	108	29.35
WE2	The available air conditioners are in accordance with the number of employees and the number of consumers in the Alfamart outlets.	4	1.09	14	3.80	11	2.99	218	59.24	121	32.88
WE3	The temperature at Alfamart outlets is good enough to support work activities.	6	1.63	30	8.15	123	33.42	154	41.85	55	14.95
WE4	Voice control at outlets has been well looked after	2	0.54	36	9.78	136	36.96	141	38.32	53	14.40
WE5	Arrangement and placement of products is appropriate.	11	2.99	35	9.51	74	20.11	184	50.00	64	17.39
Non-Physical Work Environment											
WE6	I feel safe from any form of intimidation from other employees.	6	1.63	74	20.11	81	22.01	139	37.77	68	18.48
WE7	The company does not discriminate between employees from one another	4	1.09	16	4.35	69	18.75	194	52.72	85	23.10
WE8	The award in the form of recognition from my superiors made me more diligent in my work	4	1.09	12	3.26	22	5.98	243	66.03	87	23.64
WE9	The overseer has wisely given me a job.	2	0.54	39	10.60	67	18.21	194	52.72	66	17.93
WE10	I communicate well with other employees.	2	0.54	8	2.17	42	11.41	227	61.68	89	24.18

Based on Table 2, the results of the frequency distribution show that above 70% of the research sample related to the dimensions of the physical work environment is a physical condition found around the workplace that can affect employees either directly or indirectly. Likewise with the non-physical work environment above 65%, this is all conditions related to work relations, both relationships with upper levels, relationships with colleagues and relationships with lower levels.

Based on Table 3, the results of the frequency distribution show above 70% of the research sample related to the dimension of time balance, referring to the balance of time given to work and family, social and personal roles of individuals. Likewise, the balance of involvement shows 70%, referring to the equal level of psychological involvement in both work and individual family, social, and personal roles. On the balance dimension of

satisfaction above 60% of respondents refer to the balance of the level of satisfaction in work, and the role of family, social, and personal individuals.

Table 3 – Frequency Distribution for Life Balance (ξ 2)

NO	STATEMENT	STS		TS		N		S		SS	
		1	%	2	%	3	1	%	2	%	3
Time Balance											
LB1	I feel like I can balance work and life.	12	3.26	27	7.34	59	16.03	177	48.10	93	25.27
LB2	I work certain hours (shifts)	10	2.72	4	1.09	64	17.39	208	56.52	82	22.28
LB3	I get quality time with my family or friends	2	0.54	6	1.63	6	1.63	169	45.92	185	50.27
LB4	I don't feel tired and depressed because of my job.	2	0.54	9	2.45	66	17.93	231	62.77	60	16.30
Engagement Balance											
LB5	I can receive urgent calls and messages from family during working hours		0.00	8	2.17	18	4.89	221	60.05	121	32.88
LB6	I can do other activities outside my working hours.	4	1.09	11	2.99	87	23.64	197	53.53	69	18.75
LB7	The time given by the company is in accordance with my work or responsibilities	6	1.63	11	2.99	72	19.57	230	62.50	49	13.32
Satisfaction Balance											
LB8	The ability that I have can complete the job well	8	2.17	31	8.42	105	28.53	180	48.91	44	11.96
LB9	The time given by the company to complete the work is in accordance with the Standard Operational Procedure	6	1.63	33	8.97	123	33.42	155	42.12	51	13.86
LB10	I can complete the work according to the set target	6	1.63	31	8.42	110	29.89	163	44.29	58	15.76

Table 4 – Frequency Distribution for Work Passion (η1)

| NO	STATEMENT	STS		TS		N		S		SS	
		1	%	2	%	3	%	%	4	%	5
Harmonious Passion											
WP1	I appreciate this job more because I find a lot of experience when doing work	6	1.63	36	9.78	119	32.34	161	43.75	46	12.50
WP2	This job gives me a memorable experience	16	4.35	68	18.48	126	34.24	116	31.52	42	11.41
WP3	A comfortable, clean, tidy work environment and adequate facilities make my work passion increase	2	0.54	16	4.35	53	14.40	207	56.25	90	24.46
WP4	I always have a good relationship with my co-workers, both inside and outside of work	2	0.54	7	1.90	37	10.05	218	59.24	104	28.26
WP5	In a work environment, mutual respect and respect can increase employee morale	0	0.00	11	2.99	47	12.77	216	58.70	94	25.54
Obsessive Passion											
WP6	I always come home from work at the appointed time	8	2.17	26	7.07	116	31.52	182	49.46	36	9.78
WP7	I always come to work on time	4	1.09	6	1.63	19	5.16	242	65.76	97	26.36
WP8	This job gives me a variety of life experiences	30	8.15	53	14.40	148	40.22	91	24.73	46	12.50
WP9	The new things I found in this job made me appreciate it	14	3.80	30	8.15	123	33.42	149	40.49	52	14.13
WP10	My work path reflects the qualities I like about myself	6	1.63	26	7.07	47	12.77	181	49.18	108	29.35
WP11	The work I do is in line with other activities in my life	6	1.63	6	1.63	13	3.53	177	48.10	166	45.11
WP12	My job gives me a memorable life experience	0	0.00	8	2.17	3	0.82	161	43.75	196	53.26

Based on Table 4, work passion is divided into two, namely those that are harmonious and obsessive. The results of the frequency distribution show above 55% that harmonious passion comes from internalizing oneself for an activity that is liked, in one's identity or one's willingness to be bound to an activity and integrate it with other aspects of life. Likewise, obsessive passion shows a value above 50%, the result of self-internalization of a person's activity to a need, such as the need for self-actualization, acceptance from the environment or appreciation.

Based on Table 5, the thinking of quitting dimension shows more than 60% of employees' intention to think out of work, begins with job dissatisfaction felt by employees, then employees think about leaving their current workplace. In the dimension of Intention to

search for alternatives, more than 60% of employees are looking for alternative jobs; this reflects individuals who are willing to find work for other better organizations. The Intention to quit dimension also shows more than 60% which reflects individuals who intend to leave, employees intend to leave when they have gotten a better job.

Table 5 – Frequency Distribution for Turnover Intention (η2)

NO	STATEMENT	STS		TS		N		S		SS	
		1	%	2	%	3	1	%	2	%	%
Thinking of Quitting											
TI1	I often think about leaving my job	8	2.17	19	5.16	28	7.61	212	57.61	101	27.45
TI2	After getting a better job I will leave this company	6	1.63	14	3.80	24	6.52	213	57.88	111	30.16
Intention To Search For Alternatives											
TI3	I often look for information about other jobs	8	2.17	10	2.72	29	7.88	216	58.70	105	28.53
TI4	I often think about starting or opening my own business	11	2.99	15	4.08	31	8.42	208	56.52	103	27.99
Intention to Quit											
TI5	I often get restless when I come home after work	15	4.08	18	4.89	41	11.14	202	54.89	92	25.00
TI6	I am actively looking for another job outside the company	24	6.52	74	20.11	44	11.96	149	40.49	77	20.92
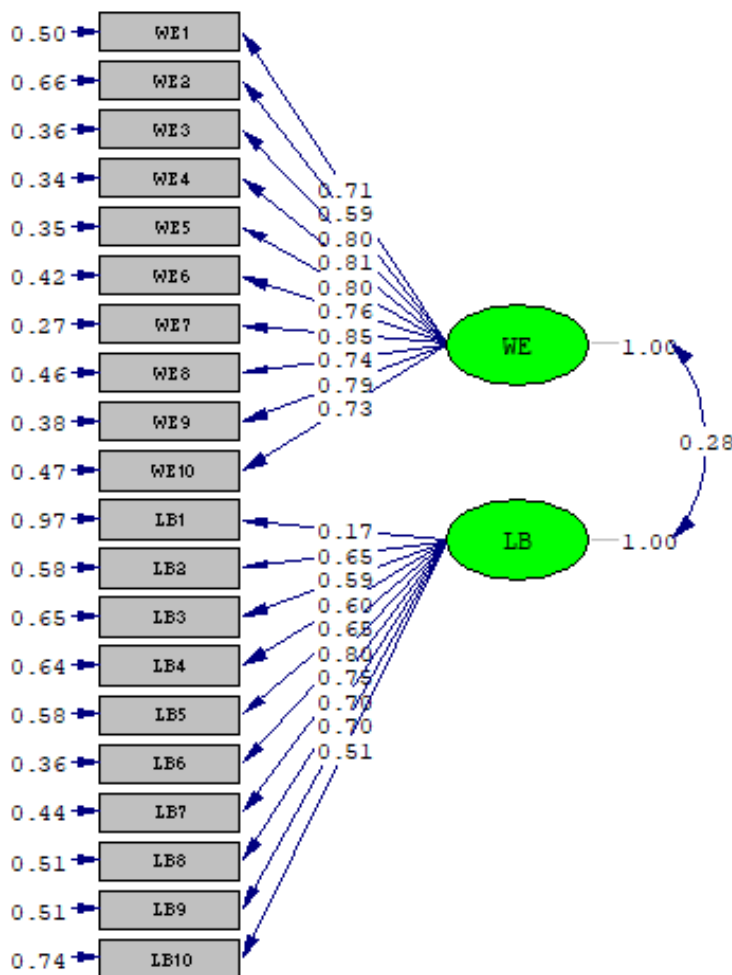
Figure 2 – CFA-1 Exogfenous Construct Model

Based on Figure 2, it indicates that in the Exogenous Construct CFA Model there is still a loading factor value that is less than 0.5, namely LB1 on the LB variable so that it must be removed.
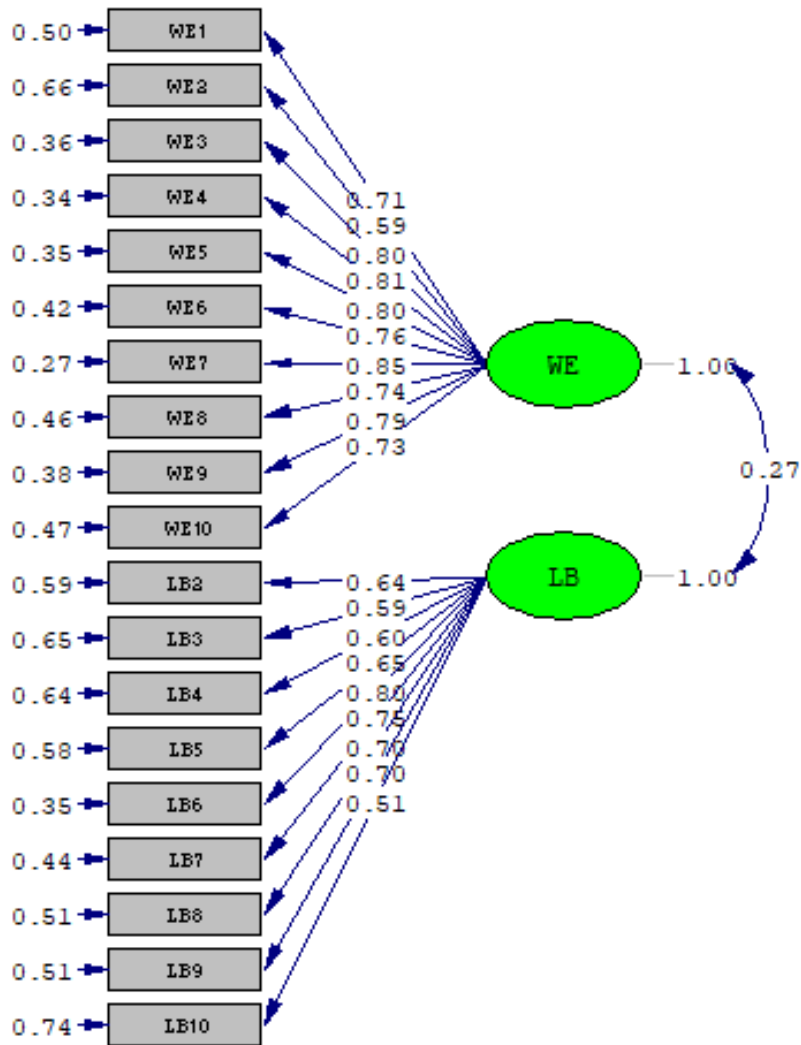
Figure 3 – Model CFA-2 Exogenous Construct

Based on Figure 3, it indicates that in the Exogenous Construct CFA Model there is no loading factor value that is less than 0.5, so all indicators on the Exogenous variable have shown to be valid.

Table 6 – Exogenous Variable Validity and Reliability Test Results

Variable	Dimension	λ	Error = 1-λ²	CR=(∑λ)²/ ((∑λ)² +∑Error)
WE	WE1	0.71	0.50	0.932
	WE2	0.59	0.66	
	WE3	0.8	0.36	
	WE4	0.81	0.34	
	WE5	0.8	0.35	
	WE6	0.76	0.42	
	WE7	0.85	0.27	
	WE8	0.74	0.46	
	WE9	0.79	0.38	
	WE10	0.73	0.47	
LB	LB2	0.64	0.59	0,876
	LB3	0.59	0.65	
	LB4	0.60	0.64	
	LB5	0.65	0.58	
	LB6	0.80	0.35	
	LB7	0.75	0.44	
	LB8	0.70	0.51	
	LB9	0.70	0.51	
	LB10	0.51	0.74	

Table 6 shows that the value of Construct Reliability (CR) of all exogenous constructs is above 0.7. Thus, it can be concluded that all dimensions and research variables in the Full Model have good validity and reliability.
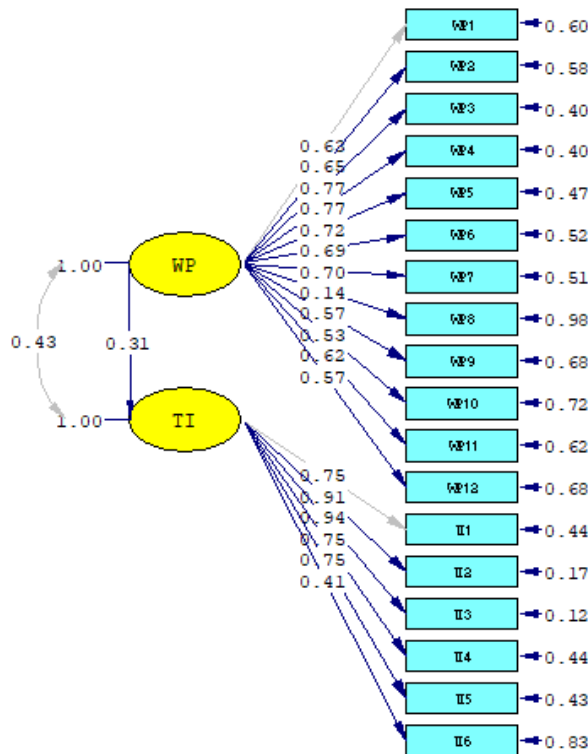
Figure 4 – CFA-1 Endogenous Construct Model

Based on Figure 4, it indicates that in the Endogenous Construct CFA Model there is still a loading factor value that is less than 0.5, namely TI6 on the TI variable so that it must be removed, so the results are as in Figure 5.
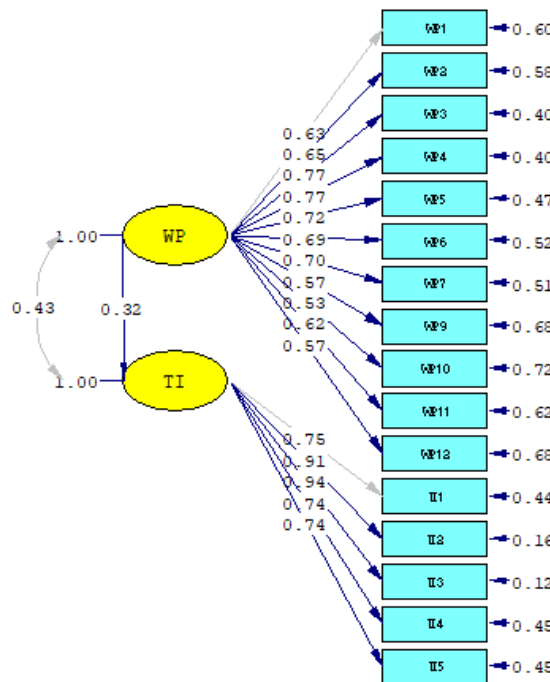
Figure 5 – CFA-2 Endogenous Construct Model

Figure 5 indicates that in the Endogenous Construct CFA Model there is no loading factor value of less than 0.5, so all indicators on the Endogenous variable have shown to be valid. The results of reliability calculations using Construct Reliability from Confirmatory Factor Analysis (CFA) for endogenous variables are shown in Table 7.

Table 7 – Endogenous Variable Validity and Reliability Test Results

Variable	Dimension	λ	Error = 1-λ²	CR=(∑λ)²/ ((∑λ)² +∑Error)
WP	WP1	0.63	0.51	0.908
	WP2	0.65	0.67	
	WP3	0.77	0.44	
	WP4	0.77	0.64	
	WP5	0.72	0.36	
	WP6	0.69	0.47	
	WP7	0.7	0.32	
	WP9	0.57	0.59	
	WP10	0.53	0.43	
	WP11	0.62	0.42	
	WP12	0.57	0.43	
TI	TI1	0.75	0.44	0,911
	TI2	0.91	0.16	
	TI3	0.94	0.12	
	TI4	0.74	0.45	
	TI5	0.74	0.45	

CFA Model of Endogenous Constructs the Construct Reliability (CR) value indicates that of all exogenous variables above 0.7. Thus, it can be concluded that all dimensions and research variables in the Full Model have good reliability.

To test the feasibility of the overall model (Full Model) it is done by taking into account the results of the calculation of Goodness of Fit Statistics with LISREL Software.

Table 8 – Goodness of Fit Index

No	Goodness Of Fit Index	Score	Cut off Value	Criteria	Explanation
1.	Chi-Square	4460,83	<α.df	Good Fit	Marginal Fit
	Probability	0,000	> 0,05		
			0,01 – 0,05	Marginal fit	
2.	RMSEA	0,139	≤ 0,08	Good Fit	Marginal Fit
			0,08 – 0,10	Marginal Fit	
3.	NFI	0,94	≥ 0,90	Good Fit	Good Fit
			0,80 – 0,89	Marginal Fit	
4.	NNFI	0,95	≥ 0,90	Good Fit	Good Fit
			0,80 – 0,89	Marginal Fit	
5.	CFI	0,96	≥ 0,90	Good Fit	Good Fit
			0,80 – 0,89	Marginal Fit	
6.	IFI	0,96	≥ 0,90	Good Fit	Good Fit
			0,80 – 0,89	Marginal Fit	
7.	RMR	0,062	≤ 0,05	Good Fit	Marginal Fit
			0,05 – 0,10	Marginal Fit	
8.	GFI	0,95	≥ 0,90	Good Fit	Good Fit
			0,80 – 0,89	Marginal Fit	
9.	AGFI	0,93	≥ 0,90	Good Fit	Marginal Fit
			0,80 – 0,89	Marginal Fit	

Source: Research Data Processing Results.

The estimation results for the full SEM model analysis based on the t-value are shown in Figure 6:
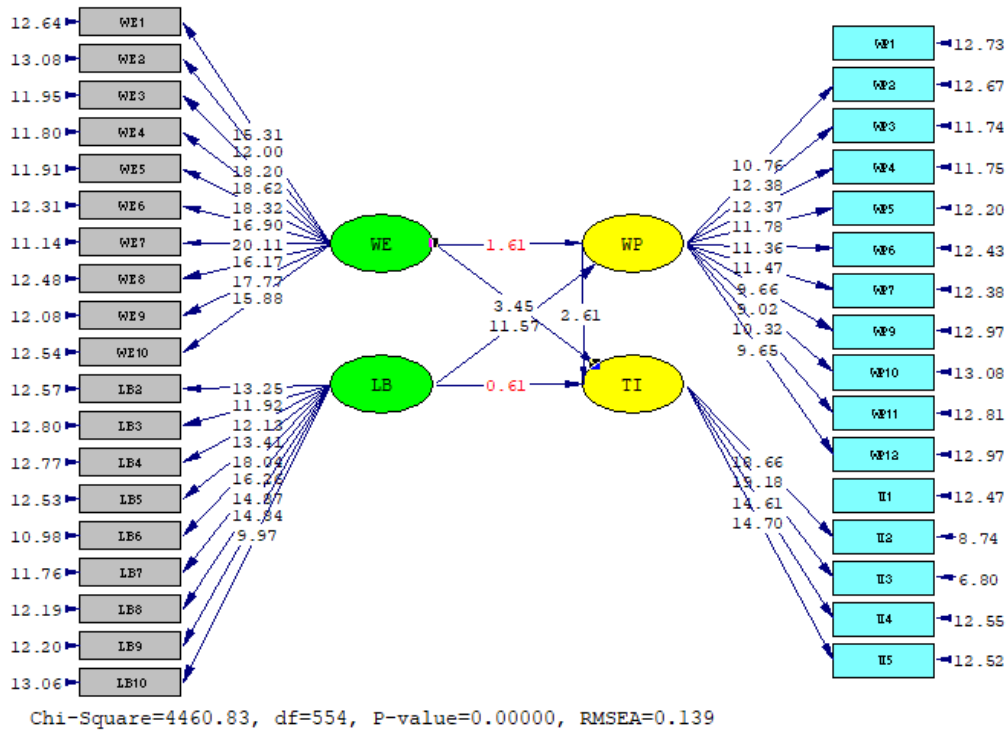
Figure 6 – Full Model Estimation Results based on t-value

Based on Figure 6, it can be seen that the majority of the parameters in the Full Model have a significant effect (t-count value greater than 1.96), except for the effect of the WE variable on the WP variable (1,61), and the LB variable on the TI variable (0, 61) not significant at 0.05% level.

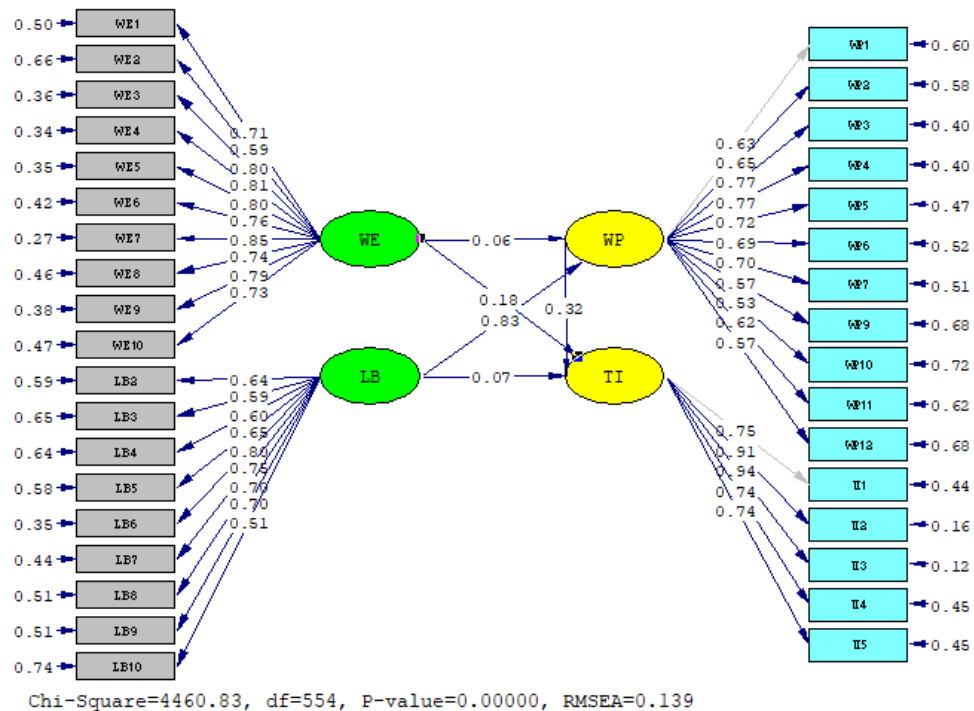The estimation results for the full SEM model analysis based on standard loading are shown in the following figure:

Figure 7 – Full Model Estimation Results

Based on the standard loading results above, the following structural equations are obtained.
Sub-Structural Equation:

$$WP = 0.83*LB + 0.06*WE$$

Based on the sub-structural model, it can be explained that WP is directly affected by LB and WE. This shows that LB has a positive effect of 0.83 on WP and WE has a positive effect of 0.06 on WP.
Structural Equation:

$$TI = 0.32*WP + 0.18*WE + 0.07*LB$$

Based on the structural model, it can be explained that IT is directly affected by WP, WE and LB. This shows that WP has a positive effect of 0.32 on TI, WE has a positive effect of 0.18 on TI, and LB has a positive effect of 0.07 on TI.

Table 9 – Direct Effects

n/n	WE	LB	WP
WP	0.06	0.83	-
TI	0.18	0.07	0.32

Source: Research Data Processing Results, 2021.

Based on Table 9, the work environment variable has a direct positive effect on work passion of 0.06, the work environment variable has a direct positive effect on turnover intention of 0.18. The life balance variable has a direct positive effect on work passion of 0.83, the life balance variable has a direct positive effect on turnover intention of 0.07. and the work passion variable has a direct positive effect on turnover intention of 0.32 at the Crew Store at Alfamart outlets in Palembang City.

Table 10 – Indirect Effects

n/n	WE	LB
WP	-	-
TI	0.019	0.266

The magnitude of the indirect effect of work environment on turnover intention through work passion is 0.019 and the indirect effect of life balance on turnover intention through work passion is 0.266 at the Crew Store at Alfamart outlets in Palembang City.

Hadiwijaya, (2016), Gbadamosi et al. (2019) refers to the frontier theory to see work-life balance. The results of this study indicate that employers prioritize "work" over "life" and entrepreneurs have unlimited working hours. Key implications for the work environment to assist entrepreneurs in their ability to comprehensively manage cross-border and achieve work-life balance. Gbadamosi et al. (2019) refers to the frontier theory to see work-life balance. The results of this study indicate that employers prioritize "work" over "life" and entrepreneurs have unlimited working hours. The main implication for the work environment is to assist entrepreneurs in their ability to comprehensively manage cross-border and achieve work-life balance. Tariq et al. (2019) provide a potential way to stimulate employee morale (leader–follower) from the perspective of the quality of the relationship with each other. The results of this study indicate that the morale of the leader (follower) affects the morale of the follower (leader) through the phenomenon of direct crossing (ie crossing through empathy). Kang et al. (2018) trying to understand the relationship between employee engagement, work-life balance and life satisfaction based on Role Theory and Spillover Theory. This research provides a more comprehensive framework for scholars to understand the work results. To be able to increase employee morale through work-life balance

supported by human resource management practices including rest periods. This will allow to increase life satisfaction, and reduce turnover intention.

While in Gong et al. (2020), Lee & Cho (2020) research showed that harmonious passion was negatively related to turnover intention and obsessive obsession was positively related to turnover intention. Indications of the occurrence of turnover intention are marked by several things concerning employee behavior, one of which is increased absenteeism and starting to be lazy to work which has an impact on the performance of an employee, it can be seen from how much desire to move employees of an organization or company have (Putra & Indrawati, 2015). Passion is said to have a basis of internalization theory from extrinsic motivation to self-determination theory which ultimately divides passion into two dimensions, namely harmonious passion and obsessive passion (Vallerand, 2017). J Kang et al. (2018), (Santos & Caballero (2019), Jaharuddin & Zainol (2019), Azmi et al. (2021) shows that the work-life balance and work passion variables have a direct positive and significant effect on job satisfaction. Worklife balance and work passion have a direct and significant positive effect on turnover intention; Job satisfaction can significantly mediate the effect between work-life balance and work arousal for turnover intention.

CONCLUSION

The conclusion of this study is that the work environment and life balance variables have a direct positive effect on work passion and the work environment and life balance variables have a direct positive effect on turnover intention. Work environment and life balance variables have an indirect positive effect on turnover intention through work passion. The work environment is considered good or proper if employees can perform activities in an optimal, healthy, safe and comfortable manner so as to reduce the occurrence of Turnover Intentions and make employees more productive. Work-life balance is an important factor for every employee, so that employees have a balanced quality of life in dealing with their families and balance in working with work-life balance which can indirectly reduce the occurrence of Turnover Intentions.

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