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The Mediation Role of Employee Engagement in the Relationship Between Work-Life Balance, Psychological Empowerment, Leadership, and Meaningful Work Towards Turnover Intention (A Study of Female Employees of PT Telkom Infrastruktur Indonesia)

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Abstract: This study is a *literature review* that analyzes a model for increasing and decreasing *turnover intention* through a framework of strengthening *employee engagement*. This approach provides a theoretical contribution by applying *Discrepancy Theory* in the context of modern work behavior, particularly for female workers in dynamic industrial sectors, where the match between expectations and work reality is key to forming long-term loyalty and engagement. This study was conducted only for female employees. PT. Telkom Infrastruktur Indonesia, a married couple, totalling 121. This study uses *Structural Equation Modelling* (SEM) analysis, using AMOS, to determine whether the model depicted corresponds to actual reality. The results of this study indicate that *work-life balance*, *psychological empowerment*, *leadership*, and *meaningful work* have a positive impact on *employee engagement*. The better *the work-life balance*, *psychological empowerment*, *leadership*, and *meaningful work*, the better. This has the potential to strengthen female employees' attachment to the organization. In this study, *work-life balance* contributed significantly to increasing *employee engagement*. *Employee engagement* had a significant negative effect on *turnover intention*. In this study, stronger *employee engagement* potentially reduced female employees' desire to leave the organization.

Keywords: Workplace Relationship Quality, Meaningful Work, Employee Engagement, Intention to Leave

INTRODUCTION

The challenges facing companies in the Industrial Revolution 4.0 are a widely discussed issue (Akmal, 2019). This also significantly impacts changes and human resource activities. To carry out its operations, every company requires human resources with superior quality and competence. The concept of organizational commitment centres on human resource strategies that link policies and results. Companies deliberately create comfortable working conditions so

that employees can perform well and generate company profits. However, a common problem in companies is the high level of employee intention to leave for various reasons (Ganeshan *et al.*, 2022).

The phenomenon of turnover intention remains a serious challenge for many organizations in Indonesia, including telecommunications infrastructure companies such as PT Telkom Infrastruktur Indonesia. Although the company has attempted to create a conducive work environment through work-life balance policies and participatory leadership development, the level of turnover intention among female employees still shows a relatively high trend based on employee interviews. As female employees enter marriage and start having children, the intention to leave becomes even higher. This is due to the dynamics that occur between professionalism at work and new roles within the family (Rasheed, Iqbal & Mustafa, 2018). This condition indicates a gap between organizational policies and employee perceptions of the meaning and engagement of their work.

Several previous studies have confirmed that employee engagement plays a key role in reducing turnover intentions (Bakker & Demerouti, 2017; Saks, 2021). However, most research focuses on the service or banking sectors (Ghimire, S. K, 2020; Sibarani *et al.*, 2025) and has not specifically addressed the context of the telecommunications industry, with its significant female workforce. Furthermore, previous research tends to partially isolate the influence of work-life balance (Shelar and Khatke, 2021), psychological empowerment leadership (Arizqi and Fachrunnisa, 2017), and meaningful work (Albrecht *et al.*, 2021) on employee engagement, without examining all three within an integrative framework capable of explaining the mediating mechanisms involved.

Furthermore, in the context of female workers, the challenge of balancing dual roles between work and family often impacts emotional and psychological attachment to the organization (Greenhaus & Allen, 2011). Conflict between work roles and family responsibilities is often a challenge for employees, especially for women who are married or have children. This situation can impact their emotional and psychological attachment to the organization (Greenhaus & Allen, 2011). Several studies, such as those conducted by Putro, TAD, *et al.* (2023), found that work-life balance, psychological empowerment, and supportive leadership can increase employee engagement and reduce the tendency to turnover. However, conditions in the field indicate that many employees still experience difficulties in implementing this balance.

High professional demands often conflict with family roles, resulting in emotional exhaustion and decreased work motivation. This discrepancy between empirical findings and organizational realities creates a research gap. Based on this, this study aims to further examine how work-life balance, psychological empowerment leadership, and meaningful work can influence turnover intention in the context of today's organizations. This study analyzes the mediating role of *employee engagement* in the relationship between *work-life balance*, *psychological empowerment leadership*, and *meaningful work* on *turnover intention* among female employees at PT Telkom Infrastruktur Indonesia. Within the framework of *Discrepancy theory*, *employee engagement* is seen as a psychological response that arises when there is a match between individual expectations of work and the actual conditions experienced. The smaller the discrepancy *between* expectations and work reality, the higher the level of employee engagement to the organization.

In this context, *work-life balance*, *psychological empowerment leadership*, and *meaningful work* play a role in reducing this discrepancy, so that employees feel more fulfilled emotionally and professionally. This condition can ultimately reduce the tendency to change jobs (*turnover intention*). Therefore, the variable of *employee engagement* is positioned as a mediator that explains how the match between expectations and work experiences can increase commitment and loyalty to the organization.

As the number of female workers increases, *turnover rates* also increase (Bintang & Astiti, 2016). High employee *turnover rates* can be detrimental to both the company and the employee's career (Saeed et al., 2014). Currently, many companies are experiencing difficulties with many potential employees choosing to leave (Kumara & Fasana, 2018). Furthermore, *turnover intentions* are quite dangerous, even more dangerous than *turnover behavior* itself (Suyono et al., 2020).

In their research, Cohen & Golan (2007) stated that employee gender influences *turnover intentions*. Female employees tend to be at a higher risk of *turnover*. In Indonesia, for example, a survey of members of parliament showed that the turnover rate among female members of parliament was higher than that of male members, at 67% (Perdana & Hilman, 2020). This could be due to women's significant roles at home, such as as wives and mothers. This research was conducted on female employees, for whom *turnover intention* is a part of their lives. This is due to the dual role women play, which requires them to balance their personal and work lives. *Work-life balance* is crucial for working women, as the demands of being a homemaker at home and the demands of their work at work require them to effectively fulfill both roles.

Women in the workforce have a low level of *work-life balance* while their *turnover intentions* are quite high. When an employee's workload interferes with their role in the family, the employee will consider leaving the job and choose another place that can align with their role in the family to avoid work-family conflict (Allen et al., 2000). When work-family conflict occurs for women, this can increase the tendency to leave the company, resulting in losses for the company to replace employees (Rasheed et al., 2018). (Rasheed et al., 2018) also stated that pressure from work and family can affect women's lives both personally and professionally. Therefore, it is necessary to explore the extent to which work-family balance plays a role in the level of turnover intentions for working women.

Sebastian *et al* (2022) explained that employees who feel *engaged* are emotionally and rationally bound. If employees are emotionally bound, they will feel satisfied with their work, their work will inspire them, and they will feel empowered by their work and feel part of their company. To increase employee engagement, it is necessary to examine several influencing factors by considering employee needs, one of which is the creation of *Work-Life Balance*. Therefore, companies need to focus more on Employee Life Balance to increase employee engagement. Several studies have shown that *Work-Life Balance* affects *Employee Engagement* (Shelar and Khatke, 2021; Zahra *et al*, 2024). These results indicate that *Work-Life Balance* is an important variable in efforts to increase *Employee Engagement*.

Work-family balance is a perceptual phenomenon characterized by feelings of satisfaction with demands stemming from responsibilities in the work and family domains (Thorntwaite, 2002). Greenhaus et al. (2003), stated that *work-family balance* is the extent to which a person feels balanced involvement and satisfaction in their roles at work and in their family. There are three aspects of work-family balance: time balance, involvement balance, and satisfaction balance (Greenhaus et al., 2003).

Discrepancy Theory, an individual has a standard of conformity to their job. A strong attachment to the company will increase the standard of conformity to fulfilling their life needs. When this discrepancy is felt, the individual desires to leave (Naufer and Kumar, 2020). Chairiza et al., (2016) showed that the higher *the employee engagement*, the lower *the turnover intention*. Hamidanti and Fachrunisa, (2024) shows that *employee engagement* influential significant negative on *turnover intention*.

This research model is built on the main foundation of *Discrepancy Theory* (Locke, 1969), which assumes that individual satisfaction and engagement with work are strongly influenced by the gap (*discrepancy*) between expected and actual conditions experienced. The smaller the difference between expectations and reality in the workplace, the higher the level of individual satisfaction, engagement, and loyalty to the organization. Conversely, when the

discrepancy increases, for example, expectations about work-life balance, work meaning, or support from superiors are not met then dissatisfaction and intention to change jobs (*turnover intention*) arise.

In the context of this research, *work-life balance*, *psychological empowerment leadership*, and *meaningful work* are seen as factors that contribute to reducing the psychological gap between expectations and work reality. First, *work-life balance* reflects the extent to which an individual feels they can balance their work and personal life roles. For female workers, this balance is a particularly important issue because they often face dual expectations between career and domestic responsibilities (Putro, Agnesia, & Qomariyah, 2023). When this balance is achieved, the gap between expectations and actual conditions is reduced, resulting in a sense of satisfaction and commitment to the organization (Locke, 1969). Second, *psychological empowerment leadership* refers to leader behavior that provides a sense of autonomy, trust, and appreciation for the abilities of their subordinates. Empowering leaders are able to bridge the perception gap between employees' expectations of support and the reality they receive.

Thus, employees feel valued and empowered, which fosters emotional engagement *and* reduces the desire to leave the organization (Hamidanti & Fachrunnisa, 2024).

Third, *meaningful work* is a crucial element in reducing the discrepancy between personal values and the meaning of their work. When individuals find deeper meaning in their work for example, feeling that their work makes a positive contribution to themselves or others, their feelings of satisfaction and engagement increase, and psychological *discrepancy* decreases (Shelar & Khatke, 2021).

Employee engagement, in this framework, serves as a mediating variable explaining the psychological processes that influence these three factors on *turnover intention*. This means that when the gap between expectations and reality in terms of work-life balance, leadership support, and work meaning narrows, employee engagement levels increase. This engagement results in a strong sense of belonging, enthusiasm, and loyalty to the organization, thereby reducing turnover intentions (Ahmed *et al.* , 2016).

Thus, this research model positions *employee engagement* as a bridge connecting organizational efforts to meet employee expectations with the outcome of higher retention and commitment. This approach provides a theoretical contribution by applying *Discrepancy Theory* to the context of modern work behavior, particularly for female workers in dynamic industrial sectors, where the alignment between expectations and work reality is key to building long-term loyalty and engagement.

Based on background behind on, so formulation internal problems study This is 'How to reduce the level of turnover intention by using the approach Work-Life Balance, Psychological Empowerment, Leadership , and Meaningful Work Through the Mediation of Employee Engagement ? The research question is as follows following:

1. Whether Does Work Life Balance affect employee engagement ?
2. Whether Psychological empowering leadership have an impact on employee engagement?
3. Whether Does meaningful work affect employee engagement ?
4. Whether employee engagement influence on turnover intention ?
5. Does employee engagement mediate the effect of Work Life Balance on turnover intention?
6. Does employee engagement mediate the influence of psychological empowerment leadership on turnover intention?
7. Does employee engagement mediate the effect of meaningful work on turnover intention?

METHOD

Study this test influence Work Life Balance, Psychological empowerment leadership, and meaningful work towards Employee engagement and its impact on turnover intention. Because that study is categorised as explanatory research, which is something study Which aim test a hypothesis through the connection as well as influence between variables (Ghozali, 2016).

A population is a collection of individuals or research objects that possess predetermined qualities and characteristics. Based on these characteristics, a population can be understood as a group of individuals or objects of observation that share at least one characteristic (Ghozali , 2016). Based on this definition, the population in this study is female employees. PT. Telkom Infrastruktur Indonesia, who are married, numbering 121.

Female employees tend to have a higher risk of turnover (Cohen & Golan 2007). This may be due to women having significant other roles at home, such as wife and mother. Working women are also considered more vulnerable to work-life balance issues, and increased turnover intention due to poor work-life balance is more likely. Female employees also value empowerment leadership more deeply than male employees. When a working woman receives support from her superiors, it significantly increases self-confidence, recognition, development opportunities, and innovative behavior. (Pramono, T., Asbari, M., Supriatna, H., Nugroho, YA, & Novitasari, D, 2021) . The sampling technique in this study used a census (Ghozali, 2016), where the entire available population was sampled, so the sample in this study was 121 respondents.

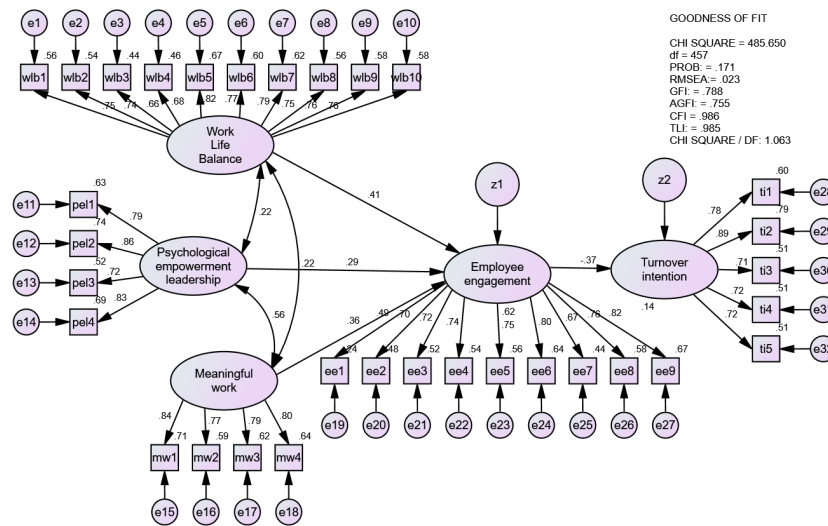
Research requires data analysis and interpretation to answer research questions and uncover specific social phenomena. Data analysis is the process of simplifying data into a form that is easier to read and interpret. The method chosen for data analysis must be appropriate to the research methodology and the variables being studied. The data analysis tool used is the Structural Equation Model from the AMOS statistical package. As a structural equation model, AMOS is often used in marketing and strategic management research . The AMOS causal model addresses measurement and structural issues and is used to analyze and test hypothetical models. In this step, the model's suitability is tested by examining various goodness-of-fit criteria . The following presents several fit indices and cutoff values to test whether a model can be accepted or rejected.

RESULTS AND DISCUSSION

Results

Structural Equation Modeling Analysis

The next analysis is a full-model Structural Equation Model (SEM) analysis , *after analyzing* the unidimensionality of the indicators forming the latent variables, which were tested using *confirmatory factor analysis*. Analysis of the data processing results at the *full-model* SEM stage was carried out using goodness-of-fit and statistical tests. The results of the data processing for *the full-model* SEM analysis are displayed in Figure 1, Table 1, and Table 2.



**Figure 1. Test Results
Structural Equation Model (SEM)**

Testing of the model hypothesis shows that this model is in accordance with the data or fits the data used in the research as shown in the following table:

**Table 1. Model Feasibility Test Results
Structural Equation Model (SEM)**

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
Chi-Square	Small (< 511,776)	485,650	Good
Probability	≥0.05	0.171	Good
RMSEA	≤0.08	0.023	Good
GFI	≥0.90	0.788	Marginal
AGFI	≥0.90	0.755	Marginal
TLI	≥0.95	0.986	Good
CFI	≥0.95	0.985	Good

Source: Processed research data

Based on Table 1, the use of the theoretical framework in the model is in accordance with the actual reality, where the *probability value* of 0.171 indicates a good model evaluation. For statistical testing of the relationship between variables that will later be used as the basis for the proposed research hypothesis. Statistical testing of the results of processing with SEM is carried out by looking at the level of significance of the relationship between variables as shown through the Probability (p) and *The Critical Ratio* (CR) of each relationship between variables.

Hypothesis Testing

The testing of the four research hypotheses is conducted based on *the Critical Ratio* (CR) value of a causal relationship from the SEM processing results, as shown in Table 2 below.

Table 2. Regression Weight Structural Equational Model

		Estimate	SE	C.R.	P
Employee_engagement	<--- Work_Life_Balance	0,243	0,061	3,955	***
Employee_engagement	<--- Psychological_empowerment	0,183	0,066	2,789	0,005
Employee_engagement	<--- Meaningful_work	0,188	0,059	3,201	0,001
Turnover_intention	<--- Employee_engagement	-0,573	0,18	3,187	0.001

From the test results, it was found that all CR values were above 1.96 or with a probability smaller than 0.05. Thus, Hypothesis 1 was supported, which showed the influence of work-life balance on employee engagement. Hypothesis 2, which showed the influence of psychological empowerment on employee engagement, Hypothesis 3, which showed the influence of meaningful work on employee engagement, and Hypothesis 4, which showed the influence of employee engagement on turnover intention, were supported.

Discussion

Hypothesis 1: The Effect of Work-life Balance on Employee Engagement

From the calculation results obtained from the CR variable *work-life balance* on *employee engagement* is 3.955, with a probability value of 0.000. The probability value = 0.000 < 0.05, indicating that *work-life balance* has a positive and significant influence on *employee engagement*. Thus, it can be concluded that H1 is supported.

Work-life balance can create strong bonding relationships between female employees, so to get strong employee engagement from an organization, it is necessary to improve the quality of good relationships in the workplace. One positive feedback is increased work engagement characterized by a willingness to help the organization achieve its big goals by being willing to help colleagues, being willing to complete new challenging tasks, focusing on carrying out tasks and being physically and mentally involved in completing the work. The results of this study support the research of Zahra et al ., (2024), which shows that work-life balance has a significant positive effect on employee engagement.

Hypothesis 2 : The Influence of Psychological Empowerment Leadership on Employee Engagement

From the calculation results obtained from the CR variable of *psychological empowerment leadership* on *employee engagement* is 2.789 and with a probability value of 0.005. The probability value = 0.005 < 0.05, indicating that *psychological empowerment leadership* has a positive and significant influence on *employee engagement*. Thus, it can be concluded that H2 is supported.

A leadership style that emphasizes meaningful work, encourages female employee participation in decision-making, expresses confidence in high performance for all female employees, and provides autonomy to female employees when faced with bureaucratic obstacles will make female employees believe that their leaders give them full trust. This has the potential to increase female employee engagement with the organization. Individuals who are fully empowered by their leaders will think twice about leaving the organization, are less likely to consider other job alternatives, and strive to give their best to the organization.

This is also in accordance with the basic framework of Vroom's Expectancy theory, that when individuals get something for their work, in this case in the form of empowerment support from the leader, then it is likely that the individual or female employee will provide feedback to the organization in the form of a willingness to take on new tasks, help colleagues, identify challenges and opportunities, and focus on carrying out tasks and being involved in work that supports the achievement of organizational goals. The results of this study support the research of Arizqi and Fachrunisa (2017), which states that *psychological empowerment leadership* significant positive impact on *employee engagement*.

Psychological empowerment leadership, characterized by increasing the meaning of work, encouraging participation in decision-making, expressing confidence in high performance supported by strong *engagement* from female employees, makes female employees feel increasingly connected to the organization such as increasing the meaning of work, encouraging participation in decision-making, expressing confidence in high performance with strong work engagement.

Hypothesis 3: The Effect of Meaningful Work on Employee Engagement

From the calculation results obtained from the CR variable *meaningful work* on *employee engagement* is 3.201, with a probability value of 0.001. The probability value = $0.001 < 0.05$, indicating that *meaningful work* has a positive and significant influence on *employee engagement*. Thus, it can be concluded that H3 is supported.

Meaningful work refers to a value or goal that is considered important and valuable by some individuals based on their own standards. This reflects the individual's intrinsic interest in a given task or job, especially if the job involves values that are believed by someone in their role in their work. The individual's feeling that the work or what is being done has valuable meaning will make the individual bond with their profession and also their workplace. Thus, if an individual feels that the work they are engaged in will develop his intrinsic value (*developing inner self*), making themselves able to feel what others feel so that empathy grows, and their work is in accordance with their potential and competence, it will increase his attachment to the organization where they work. The results of this study support the research of Zanabazar *et al* (2024), which shows a significant positive influence of *meaningful work* on *employee engagement*.

Hypothesis 4: The Effect of Employee Engagement on Turnover Intention

From the calculation results obtained from the CR variable, *employee engagement* on *turnover intention* is -3.187, with a probability value of 0.001. The probability value = $0.001 < 0.05$, indicating that *employee engagement* has a negative and significant influence on *turnover intention*. Thus, it can be concluded that H4 is supported.

Female employees who have a strong attachment to the organization have a desire to remain part of the organization. Female employees or individuals who have an attachment to the organization in the form of a willingness to take on new, challenging tasks, engage physically and mentally in completing work, and assist coworkers in completing their work are more likely to stay with the organization. Therefore, the higher *the employee engagement*, the lower *the turnover intention*. The results of this study support the research of Naufer and Kumar (2020), which showed that *employee engagement* influential significant negative influence on *turnover intention*

Hypothesis 5: Employee engagement mediates the influence between work life balance and turnover intention.

Mediation testing is explained through the Sobel test. The results of this study prove that *employee engagement* mediates the influence of *work-life balance* on *turnover intention*. Based on the Sobel calculator, it is explained that the Sobel test statistical value is -2.486 above 1.96, and the probability value is below 0.05, which is 0.012, meaning *Employee engagement* can mediate the influence between *work-life balance* and *turnover intention*, so hypothesis 5 is accepted.

Hypothesis 6: Employee engagement mediates the influence between psychological empowerment leadership and turnover intention.

The results of this study prove that *employee engagement* mediates the influence of *psychological empowerment leadership* on *turnover intention*. Based on the Sobel calculator, it is explained that the Sobel test statistical value, -2.091, is above 1.96 and the *probability value* is below 0.05, which is 0.036, meaning *Employee engagement* can mediate the influence between *psychological empowerment, leadership* and *turnover intention*, so hypothesis 6 is supported. meaning *employees who have a strong attachment to the company* are able to

increase the size of *psychological empowerment leadership* in reducing employee *turnover intention*

Hypothesis 7 : *Employee engagement* mediates the influence between *meaningful work* and *turnover intention*.

The results of this study prove that *employee engagement* mediates the influence between *meaningful work* and *turnover intention*. Based on the Sobel calculator, it is explained that the Sobel test statistical value is -2.252 is above 1.96 and the *probability value* is below 0.05, which is 0.024, meaning *Employee engagement* can mediate the influence between *meaningful work* and *turnover intention*, so hypothesis 7 is supported, meaning that employees who have a strong attachment to the company can increase the amount of *meaningful work* in reducing employee *turnover intention*

From the three Sobel test results, it can be concluded that *employee engagement* is an intervening variable in the influence of the quality of work relationships on turnover intentions, the influence of *psychological empowering leadership* on turnover intentions, and the influence of *meaningful work* on turnover intentions. Thus, the quality of good work relationships between organizational members, the presence of leaders who can empower the potential and competence of health workers to find alternative work solutions, and *meaningful work* or the meaningfulness of work in each member of the health workforce has the potential to increase the attachment of health workers to the organization, which will ultimately reduce the desire of health workers to look for other workplaces, think about other job alternatives, and move to new organizational locations.

CONCLUSION

The results of this study can be summarized as follows that work life balance, psychological empowerment, leadership, and meaningful work has a positive effect on employee engagement. The better the work-life balance, psychological empowerment, leadership, and meaningful work, the more this has the potential to strengthen female employees' attachment to the organization. In this study, the largest contribution to increasing employee engagement was is work life balance.

Employee engagement has a negative and significant effect on turnover intention. In this study, the stronger the employee engagement, the greater the impact. Then it has the potential to reduce the desire of female employees to leave the organization. Employee engagement becomes a mediator in the influence between work-life balance, psychologically empowering leadership and meaningful work on turnover intention. This suggests that employee engagement will be one of the prerequisites for reducing turnover intention, where female employee engagement will continue to increase if there is a good quality of working relationships, leaders who are able to empower female employees and individuals who are able to interpret their work well.

Female employees who have a strong bond are also able to understand what the leader wants in work, so that they discourage their intention to leave their jobs. In addition, female employees who are engaged in their jobs will better interpret the work itself well so that they remain part of the organization.

This research has implications for a model of turnover intention reduction built on the expectancy theory framework developed by Vroom. In this study, female employees' expectations for quality workplace relationships, psychological leadership empowerment, and the work they do provide positive work meaning, which can make them more engaged with the organization, reducing their intention to leave because their expectations have been met.

Based on the research results, the following recommendations can be made to management: that is work-life balance can improve employee engagement, so PT. Telkom Infrastruktur Indonesia needs to maintain the quality of work relationships by optimizing team-

based work, creating space or time for socializing so that closeness between employees will be more harmonious.

Psychological empowerment leadership can increase employee engagement, so PT. Telkom Infrastruktur Indonesia needs to ensure that clinical leadership has a strong sense of empowerment. Providing leadership training or group discussions to enhance the empowerment potential of female employees is a feasible approach. Then, meaningful work can increase employee engagement, so PT. Telkom Infrastruktur Indonesia needs to continue to promote and support its human resources to affirm that their chosen profession is meaningful to themselves and others. A forum for spiritual self-empowerment of female employees could be an alternative HR policy to increase meaningful work.

This research can serve as a source of ideas for future research development. Therefore, a suggested extension of this research is to add independent variables that influence employee engagement, such as career development and compensation equity. This is because good career development and fair compensation will make employees reconsider leaving the company

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