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The Effect Of Work Life Balance And Organizational Citizenship Behavior On Turnover Intention With Job Satisfaction As A Mediation Variable At Pt Pelayaran Bahtera Adhiguna

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Abstract: This study aims to determine and analyze the direct and indirect effects of work-life balance, organizational citizenship behavior, and job satisfaction on turnover intention. The study was conducted at PT Pelayaran Bahtera Adhiguna with a sample of 66 respondents. The sampling technique used was simple random sampling. The data analysis method used descriptive analysis. The results showed that work-life balance, organizational citizenship behavior, and job satisfaction have a direct impact on turnover intention; job satisfaction cannot mediate work-life balance and organizational citizenship behavior on turnover intention.

Keyword: Work Life Balance, Organizational Citizenship Behavior, Job Satisfaction, Turnover Intention.

INTRODUCTION

In today's competitive world, human resources, as the driving force behind procedures, technology, and structures, are forced to continuously develop. According to Priyo & Paridi (2018), running a production process requires a large workforce. This workforce encompasses a variety of skills required for each division or department within a business. Therefore, human resources play a significant role in running business operations. Even sophisticated production machinery cannot replace labor. Regarding labor, the Indonesian government has established laws and regulations that provide binding legal authority for companies (Nurchahyo, 2021).

In today's era of globalization, labor is a crucial asset influencing the level of competition between countries. By offering several advantages, such as the availability of the right workforce, supported by more competitive rates and costs, many countries are considered by foreign investors to expand their businesses there. Many investors ultimately decide to expand their businesses based on the workforce's ability to boost the national economy. Therefore, indirectly, labor can also be considered a driving force.

The workforce contributes to foreign investment in the country and profits from business turnover. From the perspective of the Pancasila ideology and the 1945 Constitution, the workforce is considered the most important component of the nation and a crucial component of national development. This can be achieved through specific human development,

particularly with the aim of increasing the bargaining power, self-esteem, and efficiency of the workforce. Overall, this can create national economic conditions that support prosperity, justice, and equity for all citizens. Therefore, the role of the workforce is crucial for national development because different industries and the infrastructure necessary for their formation require a diverse workforce with diverse skills (Sugianto, 2019).

The workforce may play a vital role in the business world, but employees are also vulnerable to changing circumstances and global crises (Khakim, 2003). One way to measure an individual's contribution to an organization is through employee performance appraisals. This also allows for personal development. Therefore, employee performance appraisals in terms of productivity can be used as a tool to encourage individuals to make changes beyond reporting. The quality of human resources is crucial for success in the era of free trade. Therefore, to attract high-quality employees, human resource development must be carried out optimally. Organizations must establish goals that will be achieved through employee performance assessments. Mistakes can occur if feedback is used more for assessing employee productivity than for development or communication (Nugraha, 2009).

One factor that can influence employee performance is job satisfaction. Job satisfaction is a pleasurable emotional state driven by personal evaluation. Job satisfaction influences an individual's mindset about their work. Job satisfaction also represents a collection of specific attitudinal responses toward work, future organizational structures, processes, and relationships between subordinates and leaders within the organization (Yan et al., 2019). Job satisfaction is a strategic issue, as unmet job satisfaction will result in suboptimal work results, low quality, unmet targets, and ultimately impact company performance.

Employees can become valuable human resources in a company by responsibly completing assigned tasks as a way for them to contribute to the organization's sustainability. Robert & Hogan (2002) emphasize that cooperative and mutually supportive actions beyond formal requirements are crucial for organizational success. It's not just employee behavior that determines an organization's success in addressing challenges, but also behaviors of mutual assistance and cooperation beyond the scope of their job responsibilities. OCB is a term used to describe additional behaviors that occur outside of these responsibilities.

OCB, or individual behavior that is not directly recognized in rewards, is also a voluntary, unwritten attitude toward observable job responsibilities that can have a positive impact on the organization. OCB is a behavior that helps maintain and improve the social and psychological environment that supports task performance. According to this definition, this behavior is not required by the job; rather, employees implement it to improve the organizational environment and help improve organizational performance (Malahayati et al., 2020). Statements highlighting the importance of OCB were put forward by Margahana (2020), Hidayah & Harnoto (2018). One way to increase employee OCB that companies can implement is by treating the company as a family, so that the company, like a home, feels comfortable for all employees in carrying out their duties.

The development of OCB began around 1977, when many researchers became interested in OCB in companies. Behavioral characteristics of OCB include helping coworkers, following applicable regulations, and exhibiting a high level of tolerance for company circumstances. Discussions on OCB are rapidly evolving, as are other aspects or variables related to OCB behavior. Hariani (2022); Harahap (2022); Permatasari and Sugiarto (2024) stated in their research that increasing OCB values directly increase job satisfaction.

Another factor that can influence the emergence of OCB behavior is work-life balance (Prasetio, 2016). Work-life balance is defined as an employee's level of satisfaction with their involvement with the tools they have in their life. Work-life balance is also defined as the need to balance the demands of work and life outside of work, thus enabling them to live a fulfilling life (Lazar & Ratiu, 2010). This work-life balance is essential for individual employees to maintain a sense of well-being, enable them to carry out their work productively, make new

changes, maintain focus, explore hobbies outside of work, and maintain healthy boundaries between work and personal life.

Several studies examining work-life balance and job satisfaction by Aura and Hutahaean (2022); Permatasari and Sugiarto (2024); Nawarcono and Setiono (2021); and Handayani et al. (2022) state that work-life balance has a significant effect on OCB. The interconnectedness of these research findings is that employees need a better attitude to manage and balance work and personal demands. Furthermore, employees must maintain an attitude that prevents office conflicts from disrupting their personal and family lives, and employees must maintain an attitude that manages and balances work and personal demands so that they do not consider leaving the job.

Employees who have a balance between work and personal life, which can be achieved through job satisfaction, can encourage OCB behavior. One important tool for human resources is job satisfaction, also known as job satisfaction. In an organizational context, job satisfaction is defined as when an individual has the opportunity to fulfill expectations related to their desires.

Job satisfaction will increase if an employee feels satisfied with what they receive (Nurleni et al., 2020). In other words, job satisfaction influences work behaviors such as productivity, laziness, diligence, and other behaviors deemed important by the organization. Therefore, job satisfaction is a significant component for organizations. Studies conducted by Wahyuningrum and Khan (2023); Hariani (2022); Wibowo et al. (2020); Muaja et al. (2021); Ratnaningsih (2021) found that job satisfaction influences turnover intention. It is possible that the greater the balance of time, involvement, and satisfaction at work, the higher the employee's job satisfaction. This contradicts studies by Afnisya'id and Aulia (2021); Nurdin and Rohaeni (2020); Muhadi et al. (2022); Permatasari and Sugiarto (2024); Pantaouw et al. (2022); Handayani et al. (2022), who found that work-life balance influences turnover intention.

In this case, employee OCB is strongly influenced by job satisfaction because employees with high job satisfaction are indirectly involved in formal and informal behaviors and tasks for the company's advancement. Hariani (2022); Harahap (2022); Permatasari and Sugiarto (2024) reported research findings that job satisfaction has a significant influence on job satisfaction.

PT Pelayaran Bahtera Adhiguna (PT BAg) is a subsidiary of PT Energi Primer Indonesia (PT EPI), a subholding company of PT PLN, which operates in the coal transportation sector. Previously known as PT Pelayaran Bahtera Adhiguna, the Indonesian government nationalized the company in 1959 and changed its name to PN Tundabara in 1961. In 2011, the Indonesian government determined that the state would increase the share capital of PT PLN through the transfer of all shares owned by the Republic of Indonesia to PT Pelayaran Bahtera Adhiguna.

The Ministry of State-Owned Enterprises (SOEs) has issued a decree on the transfer of state-owned share capital from PT BAg to PT PLN. The company has been experiencing significant disruption since PT PLN acquired PT BAg in 2011, expanding its fleet and signing work contracts with PLN's distributed coal-fired power plants (PLTU) and large-scale IPP (Independent Power Plant) power plants (PLTU). Employee growth has been slow, with the majority of newly recruited employees lacking a shipping/shipping background. This has resulted in a gap in the transfer of knowledge from senior to junior employees, resulting in a heavy workload for senior employees, while requiring junior employees to work hard to improve their skills.

The phenomenon of turnover intention at PT Pelayaran Bahtera Adhiguna (PT BAg) is a significant issue and a concern for the organization's sustainability. Turnover intention is the intention or desire of employees to leave the company and seek other employment. The company has a relatively high turnover rate, which can have a number of negative impacts, such as decreased productivity, increased recruitment and training costs, and disrupted operational stability.

In 2011, PT PLN (Persero) acquired PT BAg. During the takeover, organic human resources previously employed by PT BAg were selected and appointed as new employees of PT PLN (Persero). The transition from former PT BAg employees to the new PT BAg company required time to understand the corporate culture implemented at PT PLN (Persero). Initially, there was reluctance to adapt to the new work patterns and culture. This change in work patterns required sufficient time for the proper understanding and implementation of the work culture (ingrained into the culture). This process resulted in the entire Culture Team formed by the Board of Directors working extra hard.

After PT BAg was acquired by PT PLN (Persero), the company's ship assets increased annually. At the time of the acquisition in 2011, only one ship was operational, and by 2022, the company had 13 ships of various types, including vessels, tugs, and barges. This significant increase in assets was accompanied by an increase in human resources, from 36 in 2011 to 86 in 2022. This increase in human resources is dominated by new workers (fresh graduates) recruited by PT PLN and several workers assigned from PT PLN to PT BAg at the upper supervisory and basic manager levels.

New workers (fresh graduates) are certainly not yet able to work quickly and smoothly. They still require training and mentoring from their seniors, which requires a significant amount of time, approximately six months to a year, until they can work independently and develop. During this training and mentoring process, their seniors will be burdened with additional tasks in addition to their routine duties.

One of the main triggers for this is an imbalance between the demands of work and employees' personal lives (work-life balance). This imbalance leads to stress, fatigue, and job dissatisfaction, which can lead employees to consider leaving the company. Furthermore, a lack of organizational citizenship behavior (OCB), which is voluntary behavior that supports the organization beyond formal duties, also contributes to increased turnover intention. Employees who are not actively engaged and demonstrate loyalty are more likely to leave the organization.

Job satisfaction is a crucial variable in this context. Low job satisfaction has the potential to increase turnover intention, while high job satisfaction helps retain employees. In other words, work-life balance and positive employee behavior indirectly influence employee turnover intention through employee job satisfaction levels.

Overall, this demonstrates the importance of human resource management that can create a healthy work-life balance, encourage positive volunteer behavior, and increase job satisfaction. If these challenges are not addressed effectively, companies will continue to face the risk of losing qualified employees and struggle to maintain optimal performance.

PT BAg, a subsidiary of PLN Subholding EPI, has consistently digitized its business processes, both operationally (Plan Maintenance System application, Ship Tracking application), financially (Cash Management System), and administratively (Mail Management Application). These applications are part of a system that was previously manually processed and now can be accessed via the web. The digitalization of this system requires all employees working at PT BAg, both organic employees and outsourced employees, to change their work patterns from manual to digital.

Another phenomenon occurring within PT BAg is that very few of its organic workforce have a maritime background, amounting to 11 employees, or 17.74% of the total workforce of 66. The remainder are employees on assignment from PT PLN Persero (PLN Holding), plus fresh graduates recruited by PT PLN Persero. This disparity in maritime skills impacts the speed of knowledge sharing and the cadre development process, leading to equal employee skills.

The high turnover intention rate at PT Pelayaran Bahtera Adhiguna is a major concern because it threatens the stability and sustainability of the company's operations. This

phenomenon not only impacts the costs of recruiting and training new employees but also negatively impacts the productivity and morale of existing employees.

Factors suspected of contributing to this phenomenon include an imbalance between work and personal life, as well as a lack of voluntary behavior or Organizational Citizenship Behavior (OCB) among employees. If not maintained, this balance can lead to stress, burnout, and dissatisfaction, ultimately leading employees to seek employment elsewhere.

METHOD

Population and Sample

In this study, the sample size was determined from PT Pelayaran Bahtera Adhiguna's planning and commerce division. The total number of employees was 195, using the following formula from Yamane (1967):

$$n = \frac{N}{1 + N (e)^2}$$

It is known that the population of PT Pelayaran Bahtera Adhiguna employees is N = 195 people and the precision level is set at d = 10%. Based on this formula, the number of samples (n) is obtained as follows:

$$n = \frac{195}{195 (0.1)^2 + 1} = \frac{195}{195 (0.01) + 1} = \frac{195}{2.95} = 66,10$$

The results of the calculations above obtained a sample size of 66 respondents at PT Pelayaran Bahtera Adhiguna.

Analysis Model

Descriptive analysis is an analytical method that aims to describe or explain something as it is (Sugiyono, 2019). In this study, the data are presented using a data analysis table with average values (means) and frequency distributions.

RESULTS AND DISCUSSION

1. Validity Test Results

a. Variable *Work Life Balance*

The work-life balance variable comprises six questions, numbered 1 through 6. These questions were then administered to 66 employees of PT Pelayaran Bahtera Adhiguna. Before further analysis, the questionnaire results were examined for validity. The validity test results are shown in the following table.

Table 1. Validity Test Results for the Work-Life Balance Variable

Statement Items	R-Count	Cut Off Value	Information
Employees work according to the working hours determined by the company.	0,797	0,300	Valid
Employees set aside time outside of work for their families.	0,867	0,300	Valid
Employees feel satisfied with what they achieve while working.	0,850	0,300	Valid
Families consistently support their work at the company.	0,758	0,300	Valid
Employees have a sense of responsibility for their work.	0,813	0,300	Valid
Employees can share responsibilities with their families.	0,710	0,300	Valid

Source: Processed Primary Data, 2025

Based on Table 1, the comparison between the calculated R-value and the cut-off value for each statement item from each indicator of the work-life balance variable indicates that all statements from each indicator are valid. This can be evaluated by comparing the calculated R-value and the cut-off value for each statement item at $\alpha 0.05 = 0.300$ (Sugiyono, 2019), where the calculated R-value > the cut-off value indicates that all statements from each indicator of the work-life balance variable are valid.

b. Variable *Organizational Citizenship Behavior*

The organizational citizenship behavior variable comprises 10 questions, numbered 1 through 10. These questions were then administered to 66 employees of PT Pelayaran Bahtera Adhiguna. Before further analysis, the questionnaire results were examined for validity. The validity test results are shown in the following table.

Table 2. Validity Test Results for Organizational Citizenship Behavior Variables

Statement Items	R-Count	Cut Off Value	Information
Willing to help coworkers complete their work	0,868	0,300	Valid
Willing to replace coworkers who are absent	0,877	0,300	Valid
Constantly improve work skills to contribute better	0,823	0,300	Valid
Proud to represent the company in interactions with others	0,865	0,300	Valid
Willing to work beyond normal hours if there is work that must be completed immediately	0,870	0,300	Valid
Always complete work ahead of the specified time	0,757	0,300	Valid
Having a positive attitude towards every condition and problem that occurs within the company	0,873	0,300	Valid
Actively participate in helping find solutions if problems arise within the company	0,790	0,300	Valid
Always discuss with coworkers before carrying out activities	0,844	0,300	Valid
Always respect the rights of coworkers in carrying out their work	0,863	0,300	Valid

Source: Processed Primary Data, 2025

Based on Table 2, the comparison between the calculated R-value and the cut-off value for each statement item from each indicator of the organizational citizenship behavior variable suggests that all statement items from each indicator are valid. This can be evaluated from the comparison between the calculated R-value and the cut-off value for each statement item at $\alpha 0.05 = 0.300$ (Sugiyono, 2019), where the calculated R-value > Cut-off value indicates that all statement items from each indicator of the organizational citizenship behavior variable are valid.

c. Variable *Job Satisfaction*

The job satisfaction variable comprised eight questions, numbered 1 through 8. These questions were then posed to employees of PT Pelayaran Bahtera Adhiguna. Before further analysis, the questionnaire results were examined for validity. The validity test results are shown in the following table.

Table 3. Validity Test Results for the Job Satisfaction Variable

Statement Items	R-Count	Cut Off Value	Information
The company is fair in granting promotions.	0,917	0,300	Valid
Employees are given the opportunity for promotions.	0,907	0,300	Valid

Employees feel comfortable working because their superiors pay attention to the well-being of their subordinates.	0,918	0,300	Valid
Leaders provide support to employees.	0,847	0,300	Valid
Coworkers always support each other.	0,902	0,300	Valid
Coworkers are always ready to help with work.	0,863	0,300	Valid
Employees take pride in their own work.	0,873	0,300	Valid
Employees enjoy the opportunity to learn new things at work.	0,832	0,300	Valid

Source: Processed Primary Data, 2025

Based on Table 3, the comparison between the calculated R-value and the cut-off value for each statement item from each indicator of the job satisfaction variable can be said that all statement items from each indicator are valid. This can be evaluated from the comparison between the calculated R-value and the cut-off value for each statement item at $\alpha = 0.05 = 0.300$ (Sugiyono, 2019), where the calculated R-value > cut-off value indicates that all statement items from each indicator of the job satisfaction variable are valid.

d. Variable Turnover Intention

The turnover intention variable comprised six questions, numbered 1 through 6. These questions were then posed to employees of PT Pelayaran Bahtera Adhiguna. Before further analysis, the questionnaire results were examined for validity. The validity test results are shown in the following table.

Table 4. Validity Test Results for the Turnover Intention Variable

Statement Items	R-Count	Cut Off Value	Information
Facilities that don't support work cause employees to change jobs.	0,845	0,300	Valid
Employees will move to a better job.	0,911	0,300	Valid
Employees will seek information about job openings at other workplaces.	0,844	0,300	Valid
Employees will leave their workplace if interpersonal relationships are poor.	0,870	0,300	Valid
Employees intend to leave their workplace due to uncertain career paths.	0,910	0,300	Valid
Employees intend to leave their workplace due to unclear promotions.	0,908	0,300	Valid

Source: Processed Primary Data, 2025

Based on Table 4, the comparison between the calculated R-value and the cut-off value for each statement item from each indicator of the turnover intention variable can be said that all statement items from each indicator are valid. This can be evaluated from the comparison between the calculated R-value and the cut-off value for each statement item at $\alpha = 0.05 = 0.300$ (Sugiyono, 2019), where the calculated R-value > cut-off value indicates that all statement items from each indicator of the turnover intention variable are valid.

2. Reliability Test Results

Another test that needs to be conducted to assess the quality of the resulting data is reliability testing. This test is performed by comparing the Conbrach alpha value with 0.600. If the Conbrach alpha value is greater than 0.600, the question can be considered reliable. The Conbrach alpha calculation was performed using SPSS version 23, with the following results:

Table 5. Results of the Reliability Test Calculation for Research Variables

Variable	Cronbach's Alpha	Information
Work Life Balance	0,798	Reliable
Organizational Citizenship Behavior	0,785	Reliable
Job Satisfaction	0,799	Reliable
Turnover Intention	0,811	Reliable

Source: Processed Primary Data, 2025

Based on Table 5, it is known that the Cronbach Alpha value for Work-Life Balance is 0.798, Organizational Citizenship Behavior is 0.785, Job Satisfaction is 0.799, and Turnover Intention is 0.811. These values are greater than 0.6, so it can be said that all research variables, namely Work-Life Balance, Organizational Citizenship Behavior, Job Satisfaction, and Turnover Intention, are reliable.

3. Analysis Model

a. Descriptive Analysis

Descriptive analysis was conducted to summarize the characteristics of respondents' responses. Data were obtained based on answers to questionnaires distributed to respondents. Each variable analyzed was measured using a Likert scale. The questionnaires were distributed to 66 respondents and yielded data in the form of questionnaire results. These statements included the variables Work-Life Balance (X1), Organizational Citizenship Behavior (X2), Job Satisfaction (Z), and Turnover Intention (Y). The results for each variable are as follows:

1) Variable *Work Life Balance* (X₁)

The Work-Life Balance variable is measured using Time Balance, Role Balance, and Engagement Balance. The following are the results of the descriptive analysis of the Work-Life Balance variable indicators.

Table 6. Description of Work-Life Balance Variables

Statement	1		2		3		4		5		6		7		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	F	%	
Employees work according to the working hours determined by the company.	0	0	0	0	2	3.0	5	7.6	11	16.7	9	13.6	39	59.1	6.22
Employees set aside time outside of work for their families.	0	0	0	0	2	3.0	2	3.0	5	7.6	11	16.7	46	69.7	6.46
Time Balance															6.33
Employees feel satisfied with what they have achieved while working.	0	0	0	0	1	1.5	5	7.6	4	6.1	8	12.1	48	72.7	6.49
Family always supports their work at	0	0	1	1.5	1	1.5	3	4.5	9	13.6	10	15.2	42	63.6	6.40

Statement	1		2		3		4		5		6		7		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	F	%	
the company.															
Role Balance															6.39
Employees have a sense of responsibility towards their work.	0	0	0	0	1	1.5	1	1.5	8	12.1	23	34.8	33	50.0	6.34
Employees can share responsibilities with their families.	0	0	0	0	1	1.5	7	10.6	6	9.1	20	30.3	32	48.5	6.21
Balance of Engagement															6.22
Work Life Balance															6.31

Source: Processed Primary Data, 2025

Based on Table 6, the indicator contributing to the formation of the Work-Life Balance variable is role balance, which means employees feel satisfied with what they have achieved at work and their families are always supportive of their work at the company. The average score for the Work-Life Balance variable is 6.31. This indicates that PT Pelayaran Bahtera Adhiguna employees tend to strongly agree that the indicators Time Balance, Role Balance, and Engagement Balance shape the Work-Life Balance variable.

2) Variable Organizational Citizenship Behavior (X₂)

Organizational Citizenship Behavior variables are measured using Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship. The following is a descriptive analysis of the indicators for the Organizational Citizenship Behavior variables.

Table 7. Description of Organizational Citizenship Behavior Variables

Statement	1		2		3		4		5		6		7		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	F	%	
Willing to help coworkers complete their work	0	0	0	0	0	0	1	1.5	7	10.6	15	22.7	43	65.2	6.52
Willing to replace coworkers who are unable to attend	0	0	0	0	0	0	5	7.6	9	13.6	14	21.2	38	57.6	6.29
Altruisme															6.40
Constantly improve work skills to contribute better	0	0	0	0	0	0	0	0	5	7.6	17	25.8	44	66.7	6.59
Proud to represent the company in interactions with others	0	0	0	0	0	0	3	4.5	5	7.6	17	25.8	41	62.1	6.45

Statement	1		2		3		4		5		6		7		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	F	%	
Civic Virtue															6.52
Willing to work beyond normal hours if there is work that must be completed immediately	0	0	0	0	1	1.0	4	6.1	5	7.6	11	16.7	46	69.7	6.50
Always complete work ahead of the specified time	0	0	0	0	1	1.5	3	4.5	7	10.6	22	33.3	33	50.0	6.26
Conscientiousness															6.38
Having a positive attitude towards every condition and problem that occurs within the company	0	0	0	0	0	0	0	0	6	9.1	14	21.2	46	69.7	6.61
Actively participate in helping find solutions if problems arise within the company	0	0	0	0	1	1.5	2	3.0	7	10.6	17	25.8	39	59.1	6.38
Courtesy															6.49
Always discuss with coworkers before carrying out activities	0	0	0	0	0	0	0	0	6	9.1	12	18.2	48	72.7	6.64
Always respect the rights of coworkers in carrying out their work	0	0	0	0	0	0	2	3.0	6	9.1	11	16.7	47	71.2	6.56
Sportmanship															6.60
Organizational Citizenship Behavior															6.48

Source: Processed Primary Data, 2025

Based on Table 7, the indicator that contributes to the formation of the Organizational Citizenship Behavior variable is Sportsmanship, which involves always discussing with coworkers before undertaking activities and respecting coworkers' rights in carrying out their work. The average score for the Organizational Citizenship Behavior variable is 6.48. This indicates that PT Pelayaran Bahtera Adhiguna employees tend to strongly agree that the indicators of Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship form the Organizational Citizenship Behavior variable.

3) Variable Job Satisfaction (Z)

The Job Satisfaction variable is measured by promotions, supervision, coworkers, and the work itself. The following is a descriptive analysis of the Job Satisfaction variable indicators.

Table 8. Description of the Job Satisfaction Variable

Statement	1		2		3		4		5		6		7		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	F	%	
The company is fair in granting promotions.	0	0	0	0	0	0	4	6.1	14	21.2	13	19.7	35	53.0	6.20
Employees are given the opportunity for promotions.	0	0	0	0	0	0	5	7.6	8	12.1	21	31.8	32	48.5	6.21
Promotion															6.20
Employees feel comfortable working because their superiors pay attention to the well-being.	0	0	0	0	1	1.5	6	9.1	8	12.1	11	16.7	40	60.6	6.26
Leaders provide support to employees.	0	0	0	0	0	0	5	7.6	10	15.2	15	22.7	36	54.5	6.24
Supervision															6.25
Coworkers always support each other.	0	0	0	0	0	0	6	9.1	8	12.1	12	18.2	40	60.6	6.30
Coworkers are always ready to help with work.	0	0	0	0	1	1.5	4	6.1	7	10.6	15	22.7	39	59.1	6.32
Work colleague															6.31
Employees take pride in their own work.	0	0	0	0	0	0	3	4.5	16.7	16.7	15	22.7	37	56.1	6.30
Employees enjoy the opportunity to learn new things at work.	0	0	0	0	0	0	2	3.0	11	16.7	18	27.3	35	53.0	6.30
The work itself															6.30
<i>Job Satisfaction</i>															6.27

Source: Processed Primary Data, 2025

Based on Table 8, the indicator that contributes to the formation of the Job Satisfaction variable is coworkers, namely, coworkers consistently provide support to fellow employees

and are always ready to assist with work. The average score for the Job Satisfaction variable is 6.27. This indicates that PT Pelayaran Bahtera Adhiguna employees tend to strongly agree that the indicators of Promotion, Supervision, Coworkers, and the Work itself shape the Job Satisfaction variable.

4) Variable *Turnover Intention* (Y)

The Turnover Intention variable is measured by the desire to leave the company, the desire to find a new job, and the intention to leave the company in the next few months. The following is a descriptive analysis of the Turnover Intention variable indicators.

Table 9. Description of the Turnover Intention Variable

Statement	1		2		3		4		5		6		7		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	F	%	
Facilities that don't support work cause employees to change jobs.	0	0	0	0	0	0	5	7.6	9	13.6	22	33.3	30	45.5	6.29
Employees will move to a better job.	0	0	0	0	0	0	5	7.6	10	15.2	23	34.8	28	42.4	6.36
Desire to leave the company															6.14
Employees will seek information about job openings at other workplaces.	0	0	0	0	0	0	8	12.1	7	10.6	11	16.7	40	60.6	6.35
Employees will leave their workplace if interpersonal relationships are poor.	1	1.5	0	0	4	6.1	8	12.1	6	9.1	19	28.8	28	42.4	6.40
The desire to find a new job															6.05
Employees intend to leave their workplace due to uncertain career paths.	0	0	0	0	0	0	8	12.1	7	10.6	19	28.8	32	48.5	6.43
Employees intend to leave their workplace due to unclear promotions.	0	0	0	0	1	1.5	8	12.1	10	15.2	15	22.7	32	48.5	6.35
Desire to leave the company in the next few months															6.09
<i>Turnover Intention</i>															6.09

Source: Processed Primary Data, 2025

Based on Table 9, the indicator contributing to the formation of the Turnover Intention variable is the desire to leave the company. Unsupportive work facilities lead employees to change jobs, and employees will move to a better position. The average value of the Turnover Intention variable is 6.09. This indicates that PT Pelayaran Bahtera Adhiguna employees tend

to strongly agree that the indicators Desire to leave the company, Desire to find a new job, and Desire to leave the company in the next few months form the Turnover Intention variable.

Discussion

Description of Work-Life Balance, Organizational Citizenship Behavior, Job Satisfaction, and Turnover Intention Variables at PT Pelayaran Bahtera Adhiguna

a. Work-Life Balance

The Work-Life Balance variable is measured by time balance, role balance, and involvement balance. The indicators contributing to the formation of the work-life balance variable are role balance, which refers to employees' satisfaction with their work and their family's continued support of their work at the company. This suggests that maintaining a work-life balance is a person's ability to cope with and balance the demands of work and their personal life outside of work. Failure to do so can lead to a gap between work and personal life, which can lead to stress. By achieving a healthy work-life balance, individuals can reduce stress, become happier, and achieve a higher level of well-being. The average Work-Life Balance score indicates that PT Pelayaran Bahtera Adhiguna employees tend to strongly agree that the time balance, role balance, and involvement balance indicators shape the Work-Life Balance variable.

b. Organizational Citizenship Behavior

Organizational citizenship behavior variables are measured using altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. The indicator contributing to the formation of the organizational citizenship behavior variable is sportsmanship, which involves consistently discussing work with coworkers before undertaking activities and respecting coworkers' rights in carrying out their work. Organizational Citizenship Behavior (OCB) is generally defined as behavior exhibited by an employee outside of their primary duties and responsibilities, based on the definitions and explanations of several figures. Organizational Citizenship Behavior (OCB) encourages the habit of giving more voluntarily and unrecognized in the reward system to improve efficiency, productivity, and organizational goals. The average score for the organizational citizenship behavior variable indicates that PT Pelayaran Bahtera Adhiguna employees tend to strongly agree that the indicators of altruism, civic virtue, conscientiousness, courtesy, and sportsmanship form the organizational citizenship behavior variable.

c. Job Satisfaction

Job satisfaction variables are measured using promotion, supervision, coworkers, and the work itself. The indicator contributing to the formation of the job satisfaction variable is coworkers, which include always providing support to fellow employees and being ready to assist with work. A person's job satisfaction depends on the extent of the discrepancy between what is expected of them and what they actually experience at work. A person will feel satisfied if there is no discrepancy between what is expected of them and what they actually experience. For example, an employee who enjoys having free time after work may be more satisfied with their job if they are given more vacation time. However, this does not impact the job satisfaction of other employees. Individuals will be more satisfied despite this discrepancy if what they receive exceeds their expectations. The average score for the job satisfaction variable indicates that employees at PT Pelayaran Bahtera Adhiguna tend to strongly agree that promotion, supervision, coworkers, and the work itself contribute to job satisfaction.

d. Turnover Intention

The turnover intention variable is measured by the desire to leave the company, the desire to find a new job, and the desire to leave the company in the next few months. Indicators that contribute to the formation of the turnover intention variable are the desire to leave the

company, namely that unsupportive work facilities lead employees to change jobs, and employees will move to a better job. A person's desire to leave the company arises from the employee's own thoughts, where these thoughts reflect what they have felt and experienced during their work, thus giving rise to the desire to leave the company. The average value of the Turnover Intention variable shows that PT Pelayaran Bahtera Adhiguna employees tend to strongly agree that the indicators of the desire to leave the company, the desire to look for a new job, and the desire to leave the company in the next few months form the turnover intention variable.

CONCLUSION

Based on the research findings on the Influence of Work-Life Balance and Organizational Citizenship Behavior on Turnover Intention Through Job Satisfaction at PT Pelayaran Bahtera Adhiguna, the following conclusions can be drawn:

a. Work-Life Balance

Based on the descriptive analysis, the indicator contributing to the formation of the Work-Life Balance variable is role balance, which indicates that employees feel satisfied with what they have achieved while working and that their families always support their work at the company. The average Work-Life Balance score indicates that PT Pelayaran Bahtera Adhiguna employees tend to strongly agree that the indicators Time Balance, Role Balance, and Involvement Balance form the Work-Life Balance variable.

b. Organizational Citizenship Behavior

The descriptive analysis results indicate that the indicator contributing to the formation of the Organizational Citizenship Behavior variable is Sportsmanship, which indicates always discussing with coworkers before undertaking activities and respecting coworkers' rights in carrying out their work. The average score for the Organizational Citizenship Behavior variable indicates that PT Pelayaran Bahtera Adhiguna employees tend to strongly agree that the indicators Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship form the Organizational Citizenship Behavior variable.

c. Job Satisfaction

Based on the results of the descriptive analysis, the indicator contributing to the formation of the Job Satisfaction variable is coworkers, namely, coworkers always provide support to fellow employees and are always ready to assist with work. The average score for the Job Satisfaction variable indicates that PT Pelayaran Bahtera Adhiguna employees tend to strongly agree that the indicators of Promotion, Supervision, Coworkers, and the Work itself form the Job Satisfaction variable.

d. Turnover Intention

The results of the descriptive analysis indicate that the indicators contributing to the formation of the Turnover Intention variable are the desire to leave the company, facilities that do not support work, which cause employees to change jobs, and employees who will move to a better job.

The results of this study are expected to provide input for the management of PT Pelayaran Bahtera Adhiguna in order to increase turnover intention in general by considering work-life balance and organizational citizenship behavior, as well as turnover intention through job satisfaction, with the following considerations:

a. Work-Life Balance

The management of PT Pelayaran Bahtera Adhiguna should pay attention to the Engagement Balance indicator, which provides the lowest score for the formation of the Work-Life Balance variable. This means that the management of PT Pelayaran Bahtera Adhiguna should ensure that employees develop a sense of responsibility and loyalty to

their work and the company, fostering a sense of responsibility between family and work.

b. Organizational Citizenship Behavior

The management of PT Pelayaran Bahtera Adhiguna should pay attention to the Conscientiousness indicator, which provides the lowest score for the formation of the Organizational Citizenship Behavior variable. This means that the management of PT Pelayaran Bahtera Adhiguna should ensure that employees are willing to work beyond normal hours when urgent work is required and consistently complete work ahead of schedule, with rewards.

c. Job Satisfaction

The management of PT Pelayaran Bahtera Adhiguna should pay attention to the Promotion Indicator, which provides the lowest score for the formation of the Job Satisfaction variable. The management of PT Pelayaran Bahtera Adhiguna should ensure that employees consistently perform well, receive fair opportunities for promotions, and are given the opportunity to obtain promotions.

d. Turnover Intention

To ensure that PT Pelayaran Bahtera Adhiguna's management pays attention to the indicator of desire to seek new employment, which provides the lowest value for the formation of the Turnover Intention variable, PT Pelayaran Bahtera Adhiguna's management must meet employee needs and desires in terms of salary, bonuses, and employee welfare.

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