

THE INFLUENCE OF WORK LIFE BALANCE IN ISLAMIC PERSPECTIVE AND JOB SATISFACTION ON TURN OVER INTENTION OF EMPLOYEE AT THE UNIVERSITY OF DARUSSALAM GONTOR FEMALE CAMPUS

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Abstract

Turn Over Intention in an organization is very important because to see the success of a manager in leading a company, the creation of Work Life Balance in Islamic Perspective and Job Satisfaction within the scope must receive special attention All of this will have a positive impact on employee performance. This research aims to analyze and find out whether Work Life Balance in an Islamic Perspective and Job Satisfaction influence Turnover Intention of employees at the University of Darussalam Gontor Female Campus The research method used was descriptive quantitative with a population of 106 Darussalam Gontor University employees, using a non-probability sampling type, namely a saturated sample. The results show that Work Life Balance in Islamic Perspective has no effect on Turn Over Intention, Job Satisfaction has a negative effect on Turn Over Intention, Work Life Balance in Islamic Perspective and Job Satisfaction have an effect on Turn Over Intention.

Keywords: *Turn Over Intention, Work Life Balance in Islamic Perspective, Job Satisfaction*

1. Introduction

Human resources are a very important organizational element (Syafrina, 2019). Human resources are the main pillar and driving force of an organization in its efforts to realize its vision and mission (Nizar, 2018). Therefore, it must be ensured that these resource are managed as well as possible in order to be able to contribute optimally (Zulkarnaen et al., 2020). Then a systematic and planned management is needed so that the desired goals in the present and the future can be achieved (Sumarni, 2011).

the problem of high turnover intention has become a serious problem for many organizations. So that problem in human resource will determine success in achieving the goals of a company, where these goals will not be achieved if employees do not do a good job (Lestari & Mujiati, 2018). The negative impact that occurs when employees do not stay in the company for a long time is the decrease in quality and ability to replace employees who leave the company, so it takes time and new coast in recruiting new employees (Arsih et al., 2018).

A balance between work and personal life can be owned by someone when he has enough time and energy to serve all the important aspects of his life. (Suryaningtyas et al., 2022) In Islam the concept

of balance means not only thinking about the life of the world but also the hereafter, and Islam also does not teach one to focus only on the affairs of the hereafter and forget about worldly life. Employees need to work hard and smart as if they will live forever, but employees also need to think about the afterlife as if death will soon take them. Apart from work orientation, namely getting a salary, employees must also be serious and sincere because all their actions in this world will be held accountable in the afterlife. (Muda et al., 2019)

Work Life Balance in Islamic Perspective determines how much time employees have to balance demands or the ratio of a person's ability to divide time between work and family and worship, many factors influence the balance between homework and organization. However, employees who have job satisfaction with the organization will continue to survive and be able to carry out the work assigned to them with their abilities regardless of the working environment conditions. (Suryani, 2021)

Turn over intention has a strong relationship with job satisfaction, so the higher the job satisfaction an employee is, the more likely they are to stay and not leave their job. (Prayogi et al., 2019) Job satisfaction is very important because employees in an organization are the most dominant factor in determining the success or failure of organizational activities. Employee job satisfaction must be created as well as possible so that work morale, dedication, love and work discipline are high. (Rondonuwu et al., 2018)

The University of Darussalam Gontor female campus has employees who assist in carrying out tasks in several specific sectors such as Unida business units, public kitchens, campus security, and so on. The University of Darussalam Gontor female campus employees have low work commitment, this can be seen from the high level of employee Turn Over Intention.

Based on previous research conducted on related topics, some disputes were still found. The result of research conducted by Sahidillah Nurdin and Heni Rohaeni states that work life balance has no significant effect on turn over intention in the millennial generation who work for companies in the city of Bandung. (Nurdin & Rohaeni, 2020) This is also supported by research conducted by Brenda Scholtz et al, stating that Job Satisfaction has no significant effect on Turn Over Intention at PT. Bank Rakyat Indonesia (Persero) Tbk Unit Secretary Denpasar Gajah Mada Denpasar. (Segerson, 2015)

There are still many influences of uncertainty and inconsistent research result that always change between the independent variables and the dependent variable. This is interesting for researcher to find out whether Work Life Balance in Islamic Perspective affect Turn Over Intention among The University of Darussalam Gontor Female Campus employees. Then the researcher conducted a study entitled "The Influence of Work Life Balance in Islamic Perspective and Job Satisfaction on Turn Over Intention".

Research Question from this research:

1. Does Work Life Balance in Islamic Perspective influences Turn Over Intention of employees at The University of Darussalam Gontor Female Campus?
2. Does Job Satisfaction influences Turn Over Intention of Employees at The University of Darussalam Gontor Female Campus?
3. Do Work Life Balance in Islamic Perspective and Job Satisfaction influences Turn Over Intention of Employees at The University of Darussalam Gontor Female Campus?

The aims of this research are as follows:

1. To determine the influence of work life balance in Islamic perspective on turn over intention of employees at The University of Darussalam Gontor Female Campus.
2. To determine the influences of job satisfaction on turn over intention of employees at The University of Darussalam Gontor Female Campus.
3. To determine the influences of work life balance in islamic perspective and job satisfaction on turn over intention of employees at The University of Darussalam Gontor Female Campus.

2. Literature Review

Work life Balance in Islamic Perspective

Work life balance was first recognized in England in the late 1970 to describe the balance between individual's personal life.(Ramya, 2014) According to Hudson in Nur and Kadarisman's research, work life balance is the level of satisfaction related to multiple roles in one's life. Work-life balance is generally associated with balance, or maintaining all aspects of human life.(Nur Intan Maslichah, 2017) According to Poulouse in Aurantia's research, achieving work life balance produces several outputs which are divided into two categories, namely output related to work/career and output not related to career.(Aurantia Marina, 2020) The concept of Work Life Balance in Islam Perspective originates from the concept of work life balance which is recommended to be oriented towards the life of this world and the hereafter. When working in the world an employee must balance not only work but also his worship and his family. According to Abbas J and Ali, work life balance in Islam is work which not only has economic aspects but also has moral, psychological and social aspects, where the work must be useful and meaningful.(Ali & Al-Owaihah, 2008) According to Muafi, work life balance in Islamic perspective has indicators consisting of,(Jati, 2022) the first Time Balance in islamic Perspective, Involvement Balance in Islamic Perspective, and the last Satisfaction Balance in Islamic Perspective.

Job Satisfaction

Overall job satisfaction is generally defined as the affective response by an employee regarding his particular job and the result of comparing the employee's actual results with those expected, needed, desired, or deemed fair. (Lambert et al., 2001) According to Aydogdu & Asikgil the factors that contribute to job satisfaction are: salary, work itself, supervision, possibility of promotion, colleagues and working conditions.(Alam & Asim, 2019)

The definition of job satisfaction according to some experts, namely according to Handoko job satisfaction is an emotional state that is pleasant or unpleasant for employees looking at their work.(Simanjuntak Trinovela, 2021) Job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in the work environment. according to Mila Badriyah "Job satisfaction is the attitude or feelings of employees towards pleasant or unpleasant aspects of work that are in accordance with the assessment of each worker".(Andriani & Andriani, 2021)

Job satisfaction felt by employees from their work is obtained from several dimensions according to Ivancevich et al, namely: "rewards, the work itself, promotion opportunities, supervision, co-workers, working conditions and job security".(Ilahi et al., 2017) According to Hasibuan stated that indicators of job satisfaction consist of liking work, loving work, work morale, discipline, and work performance.(Rahayu & Rushadiyati, 2021)

Turn Over Intention

Turn over intention is characterized by the emergence of a desire to leave work, look for a new job and seek a new profession. It is important to be inhibited so that employees do not actually move.(Ardianto & Bukhori, 2021) Mobley said that there are two factors that determine employee turnover. First, organizational factors, namely position, size of organization, size of work unit, payroll, work weight. Second, individual factors, namely age, years of service, gender, education, biographical data, personality, interests, and talents. According to Tracey and Hinkin, high employee turnover will have an impact on the emergence of costs and losses such as predeparture costs, recruitment costs, selection costs, orientation and training costs, and productivity loss.(Karomah, 2020)According to Mobley there are three indicators of employee turnover intention, namely: (Syahril, 2021)Thoughts of Quitting, Intention to Quit, Intention to search for another job.

Previous Research & Research Hypothesis

Research that is exploratory in nature and often also descriptive research does not need to formulate hypotheses.(Riza Bahtiar Sulistyan Ratna Wijayanti Daniar Paramita, 2021) Siti Isnatun and Setyo analyzed the relationship between work life balance in the millennial generation and turn over

intention and found a relationship between work life balance and turn over. (Isnaton & Riyanto, 2020) This is in line with the research by Wiwik Sismawati and Eisha, which states that work life balance has a negative and significant effect on turn over intention. (Sismawati & Lataruva, 2020) This leads to the following hypothesis Work Life Balance in Islamic Perspective has a negative effect on the turn over intention at The University of Darussalam Gontor Female Campus employees (H1).

Job satisfaction is an attitude of feeling that supports the employee and relates to work or working conditions. (Prasetyani et al., 2021) This is in line with research conducted by Ni Made Tiya Jumani Monica and Made Surya Putra which states that job satisfaction has a negative effect on turn over intention. (Monica & Putra, 2017) This leads to the following hypothesis: Job Satisfaction Has a Negative Effect on the turn over intention at The University of Darussalam Gontor Female Campus employees (H2).

Based on the research by Bernadus Ferry Wahyu Laksono and Pulus Wardoyo, they stated that work life balance, job satisfaction, and work engagement have a significant negative effect on turn over. (Laksono & Wardoyo, 2019) This leads to the following hypothesis, work Life Balance in Islamic Perspective and Job Satisfaction have a negative effect on Turn Over Intention at The University of Darussalam Gontor Female Campus (H3).

3. Research Methods

The object of this research is the employees University of Darussalam Gontor female Campus, the population used is 106 employees, the sample was taken using a Saturated sample, namely where the entire population is used as a sample in the research, the data required is primary and secondary data, namely regarding the work-life balance variable in an Islamic perspective, Job Satisfaction, Turn Over Intentions. This data was obtained through a questionnaire in the form of statements prepared on a Likert scale. Before the questionnaire is distributed to the target sample, the statements in the questionnaire are tested first to determine their reliability and validity. A variable is said to be reliable if the Cronbach's Alpha value is > 0.60 . Meanwhile, a statement is said to be valid if the calculated r or correlation between the statement item scores and the total construct score is $> r$ table (Ghazali, 2018).

4. Result And Discussion

Result of Research

Data collected regarding the variables work life balance in Islamic perspective, job satisfaction, and Turn Over intention, was then processed using the SPSS 25 program with multiple linear regression analysis intended to determine whether or not there was an influence of the variable Work Life Balance in Islamic Perspective on the variable Turn Over Intention (H1) as well as whether or not there is an influence of the Job Satisfaction variable on the Turn Over Intention variable (H2), as well as whether or not there is an influence between work life balance in Islamic perspective and Job Satisfaction on Turn Over Intention (H3).

H1 Regarding the Influence of the Work Life Balance in Islamic Perspective Variable on the Turn Over Intention of employees at University of Darussalam Gontor Female Campus

In this research, the author found that job satisfaction has a negative effect on turnover intention among employees of The University of Darussalam Gontor Female Campus. Based on statistical tests via SPSS 25 which shows that the Job Satisfaction variable on Turn Over Intention has a negative effect, namely from the results of the T test $-3.204 > t$ -Table 1.982. Meanwhile, based on the significance value of $0.002 < 0.05$, it shows that the Job Satisfaction variable has a negative influence on Turn Over Intention.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	47.639	6.950		6.855	.000

Work Life Balance in Islamic Perspective	.198	.198	.161	1.003	.318
Job Satisfaction	-.476	.149	-.513	-3.204	.002

a. Dependent Variable: Turn Over Intention

H2, Regarding the Influence of the Job Satisfaction Variable on the Turn Over Intention of employees at University of Darussalam Gontor Female Campus

In this research, the author found that job satisfaction has a negative effect on turnover intention among employees of The University of Darussalam Gontor Female Campus. Based on statistical tests via SPSS 25 which shows that the Job Satisfaction variable on Turn Over Intention has a negative effect, namely from the results of the T test $-3.204 > t\text{-Table } 1.982$. Meanwhile, based on the significance value of $0.002 < 0.05$, it shows that the Job Satisfaction variable has a negative influence on Turn Over Intention.

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Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
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	Work Life Balance in Islamic Perspective	.198	.198	.161	1.003	.318
	Job Satisfaction	-.476	.149	-.513	-3.204	.002

a. Dependent Variable: Turn Over Intention

H3, regarding the influence of the variables Work Life Balance in Islamic Perspective and Job Satisfaction on the Turn Over Intention of employees at University of Darussalam Gontor Female Campus

In this research, the author found that Work Life Balance in Islamic Perspective and Job Satisfaction had a significant effect on Turn Over Intention among employees at The University of Darussalam Gontor Female Campus. Based on statistical tests via SPSS 25 which shows that the variables Work Life Balance in Islamic Perspective and Job Satisfaction have a significant effect on Turn Over Intention, namely from the results of the F test $9.328 > F\text{-table } 3.08$. Meanwhile, based on the significance value of $0.000 < 0.05$, it shows that Islamic Work Life Balance and Job Satisfaction have a significant effect on Turn Over Intention.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	638.748	2	319.374	9.328	.000 ^b
	Residual	3526.658	103	34.239		
	Total	4165.406	105			

a. Dependent Variable: Turn Over Intention

b. Predictors: (Constant), Kepuasan Kerja, Islamic Work Life Balance

Discussion

In this research, the author found that Work Life Balance in Islamic Perspective had no effect on Turn Over Intention among employees at The University of Darussalam Gontor Female Campus. Based on statistical test via SPSS 25 which shows that the Work Life Balance in Islamic Perspective variable on Turn Over Intention has no effect, namely from the results of the statistical T test with a

statistical T value of $1.003 < T\text{-Table } 1.982$. Meanwhile, based on a significant value of $0.318 > 0.05$, it shows that the Work Life Balance in Islamic Perspective variable has no effect on Turn Over Intention.

One of the factors that causes results that are not in accordance with the hypothesis includes the daily working hours that occur for several employees at The University of Darussalam Gontor Female Campus, causing a lack of quality time with family. However, this does not affect their intention to leave the organization, because they feel a sense of accomplishment from the job satisfaction they get.

In this research, the author found that job satisfaction has a negative effect on turnover intention among employees of The University of Darussalam Gontor Female Campus. Based on statistical tests via SPSS 25 which shows that the Job Satisfaction variable on Turn Over Intention has a negative effect, namely from the results of the T test $-3.204 > t\text{-Table } 1.982$. Meanwhile, based on the significance value of $0.002 < 0.05$, it shows that the Job Satisfaction variable has a negative influence on Turn Over Intention.

The level of job satisfaction of employees at the Darussalam Gontor University institution is largely due to the fact that they have enjoyable work. This can reduce turnover intention if employees feel satisfied at the institution. Employees who are satisfied with having a pleasant job will certainly feel comfortable being in it, and employees who are dissatisfied will leave the institution.

In this research, the author found that Work Life Balance in Islamic Perspective and Job Satisfaction had a significant effect on Turn Over Intention among employees at The University of Darussalam Gontor Female Campus. Based on statistical tests via SPSS 25 which shows that the variables Work Life Balance in Islamic Perspective and Job Satisfaction have a significant effect on Turn Over Intention, namely from the results of the F test $9.328 > F\text{-table } 3.08$. Meanwhile, based on the significance value of $0.000 < 0.05$, it shows that Islamic Work Life Balance and Job Satisfaction have a significant effect on Turn over Intention.

5. Conclusion

Based on the results of the analysis and discussion that has been carried out in this study, the authors conclude: Work Life Balance in Islamic Perspective has no effect on Turn Over Intention of Employees at The University of Darussalam Gontor Female Campus. Based on the partial test (t test), The research results partially prove that the independent variable, namely Work Life Balance in Islamic Perspective, has no effect on the dependent variable Turn Over Intention. Job Satisfaction has a negative effect on Employee Turn Over Intention of Employees at Darussalam Gontor University, Women's Campus. Based on the Partial test (t), the research results partially prove that the independent variable Job Satisfaction has a negative effect on the dependent variable Turn Over Intention. Work Life Balance in Islamic Perspective and Job Satisfaction on Turn Over Intention of Employees at The University of Darussalam Gontor Female Campus. Based on the simultaneous test (f test), the research results simultaneously prove that the independent variables Work Life Balance in Islamic Perspective and Job Satisfaction have an effect on the dependent variable Turn Over Intention.

Suggestion

Based on the results of the research that has been conducted, the suggestions given by the researcher are:

a. For Institution

Work Life Balance in Islamic Perspective for Institutions to improve the quality of Work Life Balance in Islamic Perspective for university of Darussalam Gontor employees because, a balance between work and family will lead to increased work performance, reduced absenteeism, low turnover, good work morale for employees, as well as reduced conflict and if If employees are able to balance their personal life and work life, employees will feel satisfied with their work or company. When employees are engaged, employees realize the purpose of their role to provide service so employees do the best they can.

Employees who have a high Work Life Balance in Islamic Perspective and are supported by employee involvement will feel comfortable in their work environment, thereby reducing Turn Over Intention at the Institution.

b. For the Next Researcher

Future researchers are advised to research using qualitative methods or other methods to get better results and suggestions for academics and practitioners. Apart from that, this variable is limited to two independent variables, namely Work Life Balance in Islamic Perspective and Job Satisfaction and uses one dependent variable, namely Turn Over Intention. For future researchers to consider other factors that influence turnover intention and related factors that influence Work Life Balance in Islamic Perspective and Job Satisfaction

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