

## **The Impact Of Work-Life Balance, Work Safety, And Workload On Employee Retention In Indonesia's Port Industry**

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### **Abstract**

*The purpose of this study is to examine how employee retention in Indonesian ports is impacted by workload, work-life balance, and safety. The study makes use of primary data and a quantitative methodology. The study's 200 participants are Pelabuhan Indonesia employees. Saturated samples, or sampling strategies that use the entire population as a sample, are the method used in this study. Questionnaires are used to collect data. According to the study's findings, (1) workload is somewhat positively correlated with employee retention ( $t_{\text{calculate}} > t_{\text{table}}$ ), meaning that  $(3.261 > 1.65259)$ , with a significance level of 0.01. (2) With a significance level of 0.012, partial work balance has a positive impact on employee retention ( $t_{\text{count}} > t_{\text{table}}$ ), resulting in  $(2.533 > 1.6529)$ . (3) There is a partial positive relationship between work safety and employee retention ( $t_{\text{calculate}} > t_{\text{table}}$ ), resulting in  $(2.414 > 1.6529)$  with a significance level of 0.017. (4) Employee retention ( $F_{\text{hitung}} > F_{\text{tabel}}$ ), or  $(10.261 > 3.04)$ , is influenced (simultaneously) by workload, work balance, and work safety, with a significance level of  $0.000 < 0.05$ . Based on the research findings, it can be inferred that the workload variable positively affects employee retention in the Port of Indonesia company, as does work balance*

**Keywords: Workload, Work Balance, Work Safety, Employee Retention**

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## **INTRODUCTION**

Employee Retention or a sense of home (Allen et al. 2019) is believed to strive to create a comfortable and motivated work environment atmosphere in meeting the needs of employees and so they choose to continue working in an organization. In addition, a sense of home is also based on several aspects including aspects of satisfaction, welfare, and comfort for employees. Meanwhile, according to (Jackson et al., 2010: 242) employee retention can be used as a policy carried out by an organization to maintain its employee workforce with all activities carried out to encourage employees to be productive and motivated to work in an organization. Sumarni (2011) said that Employee Retention is believed to be a foundation made by the organization in order to keep employees against the skills that employees have so that employees remain loyal to an organization. Employee Retention is believed by (Putra and Rahyuda (2016)) that employee retention is a way for management to retain competent and motivated employees to keep working in an organization. In essence, employee retention is important for the welfare of employees in working in an organization.

Previous research has shown that Employee Retention can be predicted by multiple predictors. Previous research stated that according to Munandar's study (2011) that situations where workers are faced with tasks that must be completed within a certain time limit. Meanwhile, according to Ali (2010: 63) refers to something that is felt as a burden or dependency that is difficult to carry out, such as goods or tasks that are burdensome and difficult to carry out. Apart from workload factors, Work Balance also affects Employee Retention. Ricardianto's study (2018: 165) indicates that work balance is linked to the work environment in order to balance work and personal life. This is done with the intention of testing individuals against the work they are doing to see if it influences the relationship between work-life balance and work outcomes. The last factor affecting employee retention is work safety, which indicates that

unfavorable incidents pertaining to workplace safety can have a significant effect on an organization's performance (Kabir et al., 2018). Poor work safety in an organization results in worker discomfort so that employees will work less optimally in achieving good organizational performance, therefore there will be a desire for employees to leave the company where employees work. One factor that is often identified as the cause of employees' desire to find another job is job instability.

By investigating the roles of workload, work balance, and occupational safety in predicting employee retention mediated by work balance, this study aims to close the research gap concerning determinants of employee retention. The study involved some workload because work-life balance was included. First, this paper tries to predict employee retention in terms of work balance, namely work balance to balance employee performance and work safety. This endeavor adds to the body of knowledge concerning the factors that influence employee retention by examining employee perspectives on corporate behavior and phenomena. Second, busyness is a factor in this study that is connected to both work-life balance and workplace safety. This mediating role adds to the body of knowledge because, to date, no study has examined the impact of workload on mediating the association between work balance and employee retention or between work safety and employee retention. Finally, the context of this study is state-owned companies that run in the field of logistics of Indonesian Ports. With all the demands that burden employee performance so that it supports employees, findings on factors that support the realization of employee retention in state-owned companies in the Indonesian Port Logistics sector.

This seminal work explores the relationship between work-life balance and employee quality of life, which in turn affects retention. The authors argue that a positive work-life balance leads to increased job satisfaction and organizational commitment, reducing turnover intentions. The study is often cited in discussions about the importance of work-life balance in retaining employees. (Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003).

This research explores the relationship between workload, trust, job satisfaction, and employee retention. It highlights that excessive workloads can erode trust in management and lead to job dissatisfaction, which in turn increases turnover rates. The study underscores the importance of managing workload to maintain employee trust and retention (Cunningham, J. B., & MacGregor, J. (2000).

## **RESEARCH METHODS**

### **Types of Research**

This study uses quantitative methodology by distributing questionnaires to Permanent or Non-Permanent Port of Indonesia employees in capturing information about Workload, Work Balance, Work Safety Against Employee Retention. This quantitative method is taken with consideration because the research methodology is grounded in the positivist philosophy and involves the examination of specific populations or samples, the collecting of data using research instruments, and the analysis of quantitative or statistical data in order to evaluate predetermined hypotheses (Sugiyono, 2013).

Characteristics of quantitative research are influenced by positivistic concepts that can be measured and tested empirically. The quantitative approach also uses hypotheses and numerical data that is displayed in tables or graphs. Research equipment can also be statistically tested. More precisely, a number of earlier researchers have articulated the traits of quantitative research methodologies. (Ardianto, 2011) states that the features of quantitative research include the hard sciences, reductionistic, logical and deductive reasoning, causal relationships, testing theories,

control over variables, instruments, statistical data analysis, generalization, and the basic elements of analysis being numbers. However, as per Djollong (2014), the features of quantitative research are evident in the heavily numerical data collection methods used in the subject.

The clarity of components like objectives, approaches, subjects, samples, and data sources, as well as planned and organized research steps, the presence of hypotheses and designs, data that can be represented, and the application of data analysis after the data is collected, are the characteristics of quantitative research, according to Arikunto (1998). Since its inception, quantitative research has been methodical and ongoing, collecting data in the form of precise numbers through the use of instruments and a focus on statistical data analysis. Statistical numbers that can be measured and empirically tested are used to describe each piece of data.

### **Research Context and Participants**

The context of this study is Workload, work balance, work safety against employee retention which is a company or organization engaged in Indonesian Port Logistics. This company was chosen because Workers at ports often engage in heavy physical activities, such as loading and unloading containers or other heavy goods. This can cause physical fatigue and the risk of injury and in addition employees do not get time in their work balance so that the research underlies the context related to how workers feel at home in the company or organization in the influence of workload, work balance and work safety.as many as 200 questionnaires were conducted to employees or workers in Indonesian ports either permanently or non-permanently engaged in logistics. The selection of respondents by distributing questionnaires was carried out by the closed question technique (Likert Scale).

The Likert scale is a tool used to gauge an individual's or a group's attitudes, beliefs, and perceptions of social events or symptoms, according to Kriyantono (Kriyantono, 2006: 134). (Sugiyono, 2010: 1993). By assigning five choice points to each question item—strongly agree, agree, disagree, disagree, and strongly disagree—the Likert scale allows for the measurement of individual behavior (Likert 1932).

The following are the theories that this study puts forth:

H1 : Using a logistics sector organization, Pelabuhan Indonesia, workload has a partial impact on performance retention.

H2 : Work balance has a partial effect on employee retention decisions using a sector logistics organization, namely Pelabuhan Indonesia

H3: work safety has a partial effect on employee retention decisions using a sector logistics organization, namely Pelabuhan Indonesia

H4: workload, work balance, work safety simultaneously affect employee retention using a sector logistics organization, namely Port Indonesia

### **Measuring instruments**

Task Force. Devices for measuring workload were presented by Hart, S. G., & Staveland, L. E. (1988). NASA-TLX (Task Load Index) development: Empirical and theoretical study findings. In *Psychology Advances* (Vol. 52, pp. 139–183): Elsevier was utilized to gauge how company employees felt about the amount of work they had to do. Six statements were given to the respondents to rate on a scale of 1 = strongly disagree to 5 = strongly agree. The phrase "I work very hard both mentally and physically" is an example of a statement item. The workload's alpha coefficient is 0.797.

Balance between work and life. Fourteen items that were first published in the *Journal of Educational Administration Research and Review* were used to measure work-life balance. Each of the 14 items was to be rated by the respondents on a 5-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree. An instance of a problem is: "after work, I feel

too tired to do things that I like my family or friends don't like doing office work at home" . The job weariness scale's alpha coefficient is 0.700.

Occupational safety. Ten items that were first suggested by D. Petersen (1975) are used to measure work safety. Safety management: A human-centered approach. NJ's Fairview: Aloray Author Each statement was to be rated by the respondents on a 5-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree. One instance of a thing is: "I follow all safety procedures regardless of the situation I find myself in" The Cronbach alpha coefficient is 0.756

Employee retention. This last variable was measured using employee retention items in the Journal of Educational Administration Research and Review. Respondents were invited to respond to a total of 10 items, with one example item stating "the company provides flexibility in work schedules for each employee" The alpha coefficient for the employee retention scale is 0.845

### RESULT AND DISCUSSION

The results of the validity test calculation are presented in table 2 as follows:

Variable	Indicator	Correlation	R	Information
e	r	n Pearson	table	n
(X1)	1	0,637	0,138	V
	2	0,590	0,138	V
	3	0,542	0,138	V
	4	0,572	0,138	V
	5	0,633	0,138	V
	6	0,455	0,138	V
(X2)	1	0,191	0,138	V
	2	0,358	0,138	V
	3	0,360	0,138	V
	4	0,307	0,138	V
	5	0,315	0,138	V
	6	0,306	0,138	V
	7	0,448	0,138	V
	8	0,345	0,138	V
	9	0,417	0,138	V
	10	0,168	0,138	V
	11	0,189	0,138	V
	12	0,351	0,138	V
	13	0,218	0,138	V
	14	0,442	0,138	V
(X3)	1	0,570	0,138	V
	2	0,191	0,138	V
	3	0,568	0,138	V
	4	0,241	0,138	V
	5	0,361	0,138	V
	6	0,328	0,138	V

	7	0,292	0,138	V
	8	0,627	0,138	V
	9	0,546	0,138	V
	10	0,541	0,138	V
(y)	1	0,467	0,138	V
	2	0,621	0,138	V
	3	0,710	0,138	V
	4	0,724	0,138	V
	5	0,628	0,138	V
	6	0,254	0,138	V
	7	0,577	0,138	V
	8	0,600	0,138	V
	9	0,721	0,138	V
	10	0,451	0,138	V

Source: Data processed in 2024

In order to determine a critical value r for this study, a survey of up to 200 Pelabuhan Indonesia personnel was conducted using degrees of freedom (df) = n-2 = 200 -2 = 198, with a significance level ( $\alpha$ ) of 0.05. The crucial value (r table), as determined by the Product Moment correlation coefficient table, is 0.138. All research variable instruments produce calculated values (r count) that are greater than the crucial value (r table), according to the validity test results. Consequently, it can be said that each and every item assertion is regarded as legitimate. The table below displays the outcomes of reality tests conducted on the variables of workload, work balance, work safety, and staff retention:

**Reliable**

No	Variable	Cronbach $\alpha$	Cronbach Minimum	Information
1	(x1)	0,797	0,70	Valid
2	(x2)	0,710	0,70	Valid
3	(x3)	0,756	0,70	Valid
4	(Y)	0,868	0,70	Valid

Source: Data processed in 2024

It is possible to derive conclusions from the preceding Table:

- The item or variable is dependable if r Alpha is positive and r Alpha is greater than r table.
- The item or variable is unreliable if r Alpha is positive and r Alpha is less than r table

It can be seen that all variables of the study show a value of Cronbach's  $\alpha$  greater than 0.70. Thus, all variable items are considered realistic for further testing.

**Regression Analysis**

Multiple regression analysis was the analytical method employed in this investigation, and the regression equation had the following form:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3$$

Information:

- Y = Employee Retention
- $b_1, b_2, b_3$  = Regression Coefficient
- $B_0$  = Constant (intercept)
- X1 = Workload
- X2 = Work Balance
- X3 = Work Safety

**Regression Table**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. error	Beta			
Constant	20,491	4,508			4,50	,00
Workload	,283	,087	,234		3,21	,00
Work Balance	,156	,062	,191		2,52	,01
Work Safety	,175	,072	,173		2,47	,01

Source: data process 2024

Based on Table above obtained a regression equation model:

$$Y = 20.491 + 0.283X_1 + 0.156X_2 + 0.175 X_3$$

Based on the equation then described as follows:

1. Constant Value (bo) = 4.514, meaning that if the variables Workload, Work Balance and Work Safety do not contribute or equal to zero then Employee Retention will only increase by 20.491 units
2. The study's results show that the regression coefficient, b2, has a positive sign, indicating that an increase in Workload leads to an increase in Employee Retention and vice versa. Regression coefficient b1 = 0.283 indicates that, assuming other variables remain constant, an increase in Workload will result in an increase in Employee Retention of 0.283.
3. The study's results show that b1 has a positive sign, indicating that an increase in Work Balance leads to an increase in Employee Retention and vice versa. Regression coefficient b2 = 0.156 indicates that if Work Balance increases by 1 unit, then Employee Retention will increase by 0.156 assuming other variables remain (ceteris paribus).

The study's results show that the regression coefficient, b3, has a positive sign, indicating that an increase in Work Safety leads to an increase in Employee Retention and vice versa. If Work Safety increases by one unit, then Employee Retention will increase by 0.175, assuming other variables remain (ceteris paribus).

**CONCLUSION**

Based on the research findings, it can be inferred that the workload variable positively affects employee retention in the Port of Indonesia company, as does work balance. Additionally, work safety positively affects employee retention in the Port of Indonesia company by giving employees a sense of security and a sense that their workload can be appropriately managed, allowing them to maintain a work-life balance. As a result, employees are more likely to feel motivated to stay with the company. Questionnaires are used to collect data. According to the study's findings, (1) workload is somewhat positively correlated with employee retention (tcalculate > ttable), meaning that (3.261 > 1.65259), with a significance level of 0.01. (2) With a significance level of 0.012, partial work balance has a positive impact on employee retention (tcount > ttable), resulting in (2.533 > 1.6529). (3) There is a partial positive relationship between

work safety and employee retention (tcalculate > ttable), resulting in (2.414 > 1.6529) with a significance level of 0.017. (4) Employee retention (Fhitung>Ftabel), or (10.261 > 3.04), is influenced (simultaneously) by workload, work balance, and work safety, with a significance level of 0.000 < 0.05. The guidance in this study that caught the researchers off guard was: (1) for Indonesian port enterprises to identify and minimize variables that lead to stress and exhaustion in order to prioritize balanced workload management. (2) To attain a good work-life balance, Port Indonesia personnel should make use of the company's current work flexibility rules. This study is broad in scope due to the discovery of numerous additional elements that impact employee retention and a feeling of belonging. Further investigation into the impact of different variables will yield more intricate research findings.

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