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The Influence Of Work Life Balance On Employee Turnover Intention At The Bakung Sari Kuta Hotel

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Abstract

Background: Employee turnover remains a problem in the hospitality industry, especially when increasing occupancy rates can increase workloads and reduce employee work-life balance. Objective: This study aims to analyze the effect of work-life balance on employee turnover intention at Hotel Bakung Sari Kuta. Method: This quantitative study used a saturated sampling technique involving all 33 employees. Data were collected through a five-point Likert scale questionnaire, interviews, and documentation. The instrument was tested through validity and reliability tests, while the data were analyzed using descriptive statistics, classical assumption tests, simple linear regression, t-tests, and coefficients of determination. Results: Work-life balance has a negative and significant effect on turnover intention, with a regression coefficient of -1.663, t-value = -5.777, and $p < 0.001$. The R^2 value of 0.518 indicates that work-life balance explains 51.8% of the variation in turnover intention. Conclusion: Improving work-life balance can contribute substantially to reducing employee turnover intention.

Keywords: Employee Retention, Hospitality Industry, Turnover Intention, Work-Life Balance, Workforce Management

INTRODUCTION

Human resources play a crucial role in a company's sustainability, especially amidst business competition and the development of Industry 5.0 (Idrus et al., 2023; Kristanti et al., 2023). One issue that requires attention is turnover, as it can impact productivity and organizational performance, and increase human resource investment costs (Rofiki & Hasanah, 2024). This phenomenon was seen at the Bakung Sari Kuta

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Hotel, with a turnover rate of 9.68% in 2022, 17.24% in 2023, 14.81% in 2024, and 12.12% in 2025, with an average of 13.46%. Putri et al. (2024) stated that a turnover rate of 10% or more is considered high.

This turnover phenomenon coincided with a change in the occupancy rate of the Bakung Sari Kuta Hotel, which increased from an average of 75.98% in 2022 to 83.56% in 2025. Changes in occupancy rates can impact operational activities, workforce needs, and employee workloads. With 101 rooms and 33 employees, this situation is crucial to address, as high turnover can lead to the loss of experienced employees and human resources, a company's competitive advantage (Jung et al., 2021). Turnover intention itself is an employee's desire to leave their job voluntarily (Saufi et al., 2023).

One factor associated with turnover intention is work-life balance. An imbalance between work and personal life can lead to stress and burnout, while a good work-life balance can reduce work-family conflict (Lestari & Margaretha, 2021; Silva et al., 2022). Interviews with employees at the Bakung Sari Kuta Hotel showed that when the hotel is busy, workload increases, rest time and personal activities are reduced, and employees experience fatigue. This condition aligns with Adyatma (2023) who stated that long working hours, overtime, and irregular schedules can impact the work-life balance of hotel employees.

Work-life balance issues are also evident in the changing working hours of employees at the Bakung Sari Kuta Hotel. Employees work eight hours a day and 40 hours per week, but as occupancy rates increase, working hours can reach 12 hours. Iacovoiu (2020) explains that working hours and schedule flexibility influence work-life balance, with the higher the workload, the lower the work-life balance tends to be. This situation highlights the need to pay attention to the balance between work demands and employees' personal lives.

Previous research indicates a research gap regarding the effect of work-life balance on turnover intention. Sandi & Erlin (2023) and Hendrik & Erlin (2023) found a negative effect, while Rahmadani & Andriani (2022) found a positive effect. These differences in results form the basis for research on the effect of work-life balance on turnover intention of Hotel Bakung Sari Kuta employees. This study aims to analyze the effect of work-life balance on turnover intention, with urgency at a turnover rate of 13.46% and work-life balance issues that arise when occupancy increases. The novelty of this study lies in examining the relationship between these two variables among Hotel Bakung Sari Kuta employees, considering both turnover phenomena and hotel occupancy conditions.

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RESEARCH METHODS

This study used a quantitative approach to analyze the effect of work-life balance on employee turnover intention at Hotel Bakung Sari Kuta. Numerical data were obtained from turnover summaries and questionnaire results. According to Sugiyono (2019), quantitative data is numerical data that can be analyzed statistically. The study was conducted at Hotel Bakung Sari Kuta from March to June 2026, using primary and secondary data.

The research instrument was a questionnaire with a Likert scale of 1 to 5 to measure work-life balance and turnover intention. Data collection was also conducted through unstructured interviews and documentation. The instrument was tested for validity with a value of ≥ 0.3 (Sugiyono, 2019) and reliability using Cronbach's Alpha with a value of > 0.6 (Ghozali, 2018).

Data analysis was performed using descriptive statistics and simple linear regression. Prior to regression, normality, multicollinearity, and heteroscedasticity tests were performed. Hypothesis testing used the t-test, F-test, and coefficient of determination (R^2) with a significance level of 0.05 (Ghozali, 2018; Sugiyono, 2019).

The study population consisted of all 33 employees of the Bakung Sari Kuta Hotel. The sample was determined using saturation sampling or total sampling, so that all members of the population were included in the sample. This technique is used when all members of the population are included in the research sample. Thus, the total sample size was 33 employees.

The research began with the development of an instrument based on work-life balance and turnover intention variables, followed by data collection through questionnaires, interviews, and documentation. The questionnaires were administered to 33 employees via Google Forms. The data were then tested for validity and reliability, analyzed descriptively, tested for classical assumptions, and then analyzed using simple linear regression and hypothesis testing to determine the effect of work-life balance on turnover intention.

RESULTS AND DISCUSSION

Research Instrument Validation Test Results

Table 1 Summary of Validity Test Results

Variables	Item	rhitung	Information
Work-Life Balance	X1	0.933	Valid

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Variables	Item	rhitung	Information
(X)	X2	0.857	Valid
	X3	0.874	Valid
	X4	0.873	Valid
	X5	0.943	Valid
	X6	0.957	Valid
Turnover Attention(Y)	Y1	0.940	Valid
	Y2	0.926	Valid
	Y3	0.961	Valid
	Y4	0.932	Valid
	Y5	0.952	Valid
	Y6	0.956	Valid
	Y7	0.946	Valid
	Y8	0.926	Valid
	Y9	0.932	Valid
	Y10	0.926	Valid
	Y11	0.926	Valid
	Y12	0.952	Valid
	Y13	0.961	Valid

Based on Table 1, all 19 statement items were declared valid with coefficient values of 0.857 to 0.961, all of which were greater than 0. This shows that the questionnaire was appropriate in measuring the research indicators.

Table 2 Recapitulation of Reliability Test Results

Statement Items	Total Item Statement	*Cronbach's Alpha*	Information
Work-Life Balance (X)	6	0.957	Reliable
Turnover Attention(Y)	13	0.989	Reliable

Based on Table 2, the Cronbach's Alpha value for the Work-Life Balance variable is 0.957 and Turnover Intention is 0.989. Both are greater than 0.70, indicating that all statements are reliable and consistent in measuring the research variables.

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Descriptive Analysis Results

Table 3 Respondent Characteristics Based on Gender

No.	Gender	Respondents	
		Number of people)	Percentage(%)
1	Man	19	57.6
2	Woman	14	42.2
Total		33	100

Based on Table 3, 19 respondents (57.6%) were male, while 14 respondents (42.2%) were female. Therefore, the majority of respondents in this study were male. These findings indicate that gender is a significant factor in the hospitality industry regarding roles, job demands, and perceptions of work-life balance.

Table 4 Respondent Characteristics Based on Age

No.	Age	Respondents	
		Number of people)	Percentage(%)
1	<25 Years	5	15.2
2	25-35 Years	12	36.4
3	36-45 Years	8	24.2
4	>45 Years	8	24.2
Total		33	100

Based on Table 4, 12 respondents (36.4%) were aged 25 to 35. This finding aligns with the fact that the hospitality industry is generally dominated by productive-age employees with high levels of adaptability and work engagement.

Table 5 Respondent Characteristics Based on Department

No.	Department	Respondents	
		Number of people)	Percentage(%)
1	*Front Office*	5	15.2
2	*Housekeeping*	9	27.3
3	*Food & Beverage Service*	6	18.2
4	*Culinary*	4	12.1
5	*Engineering*	2	6.1

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No.	Department	Respondents	
		Number of people)	Percentage(%)
6	*HRD*	1	3.0
7	*Security*	4	12.1
8	*Sales*	1	3.0
9	*Accounting*	1	3.0
Total		33	100

Based on Table 5, the majority of respondents were from the housekeeping department, with 9 people (27.3%). This finding aligns with the characteristics of each department's work that can influence employees' quality of work life.

Table 6 Respondent Characteristics Based on Length of Service

No.	Years of service	Respondents	
		Number of people)	Percentage(%)
1	< 1 Year	6	18.2
2	1-3 Years	10	30.3
3	> 3 Years	17	51.5
Total		33	100

Based on Table 6, 17 respondents (51.5%) had a work experience of more than 3 years. Length of service is related to employee experience and involvement in the organization.

Summary of Questionnaire Results

1. Work-Life Balance (X). Based on the average work-life balance score of 3.53, it is in the good category. The highest score was for compliance with company regulations at 3.82, while the lowest score was for personal time at 3.15. This indicates that work hour management and work comfort are considered good, but personal time and workload still need to be considered.
2. Turnover Intention (Y). Based on the average turnover intention value of 3.29, it is in the fairly high category. The highest value is for the desire to find work at another company at 3.58, while the lowest value is for protesting superior policies at 3.00. This indicates that some employees have the desire to change jobs for better

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opportunities, even though their relationship with their superiors and working conditions are generally quite good.

Classical Assumption TestTop of Form

Table 7 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		*33*
Normal Parametersa,b	*Mean*	*.0000000*
	Standard Deviation	*9.24919531*
Most Extreme Differences	*Absolute*	*.073*
	Positive	*.049*
	Negative	*-.073*
Test Statistics		*.073*
Asymp. Sig. (2-tailed)		*.200c,d*
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on Table 7, the Asymp. Sig. (2-tailed) value is 0.200 > 0.05, so the data is declared normally distributed. This indicates that the data distribution in the research variables meets the assumption of normality.

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Table 8 Heteroscedasticity Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,413	3,859		.625	.536
	Work-Life Balance	.221	.176	.220	1,255	.219

a. Dependent Variable: ABS_RES

Based on the results in Table 8 above, if seen from the significance value (Sig.) it shows that all data has a significant value above 0.05, namely 0.219 for Work-Life Balance, so this is in line with the requirements for the heteroscedasticity test, namely this study is free from symptoms of heteroscedasticity.

Data analysis

Table 9 Results of Simple Linear Regression Analysis with SPSS Version 26

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	77,892	6,303		12,358	.000
	Work-Life Balance	-1,663	.288	-.720	-5,777	.000

a. Dependent Variable: Turnover Intention

Table 10 shows that the constant value is 77.892 and Work-Life Balance (X) is -1.663.

Table 10 T-Test Results

Variables	t-count	Sig	Information
Work-Life Balance (X)	-5,777	0,000	Negative and Significant

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Alpha () 0.05α

Based on Table 10, Work-Life Balance (X) has a t-value of -5.777 with a significance of 0.000 < 0.05, while the t-table is 1.694 at df = 32. Because -5.777 < -1.694, H0 is rejected and Ha is accepted. Thus, Work-Life Balance has a negative and significant effect on Turnover Intention (Y).

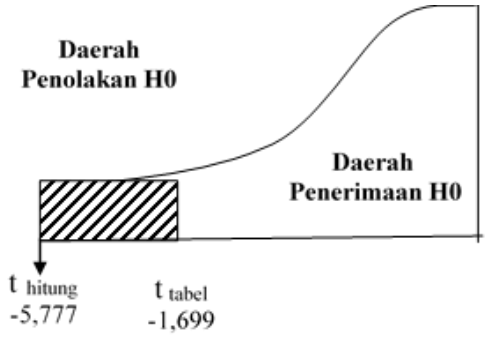


Figure 1 Distribution Curve of t-Test Testing of Work-Life Balance Coefficient (X) against Turnover Intention (Y)

Figure 1 shows that the value of -thitung < -t tabel = -5.777 < -1.694 and the significance value < = 0.000 < 0.05 then H0 is rejected and Ha is accepted. This shows that Work-Life Balance (X) has a negative and significant effect on Turnover Intention at Bakung Sari Kuta Hotel with an error rate of 5%, 95% confidence and 32 degrees of freedom.α

Table 11 Results of the Determination Coefficient Test

Model Summary

Model	*R*	*R Square*	*Adjusted R Square*	*Standard Error of the Estimate*
1	*.720a*	*.518*	*.503*	*9.39719*

a. Predictors: (Constant), Work-Life Balance

b. Dependent Variable: Turnover Intention

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Based on Table 11, the R-square value of 0.518 indicates that work-life balance explains 51.8% of turnover intention, while other variables influence the remaining 48.2%. This value is considered moderate (Septiani et al., 2024). These results indicate that the better the work-life balance, the lower the employee's tendency to leave the company.

This situation aligns with the implementation of an eight-hour workday and two days off per week at the Bakung Sari Kuta Hotel. However, personal time and workload remain concerns. Therefore, workload management and work-life balance need to be continuously improved to reduce turnover intentions.

DISCUSSION

1. Discussion of the Results of the Work-Life Balance Variable (X)

The average value of the Work-Life Balance (X) variable as a whole is 3.53, meaning that Work-Life Balance at the Bakung Sari Kuta Hotel is in the interval of 3.41 – 4.20 with a good category. The highest average for the Work-Life Balance (X) variable is in the 1st statement of 3.82, namely “My working hours at the Bakung Sari Kuta Hotel are in accordance with company regulations.” Then the next highest statement is in the 5th statement of 3.79, namely “I feel comfortable working at the Bakung Sari Kuta Hotel.”. While the lowest average is in the 2nd statement of 3.15, namely “My working hours still allow me to have personal time.” Then the statement with the next lowest average is in the 4th statement of 3.18, namely “My workload is still within reasonable limits.”.

Based on the research results, it can be concluded that the work-life balance variable at the Bakung Sari Kuta Hotel is in the good category. This indicates that the company has been able to create a fairly good work-life balance through appropriate work hour arrangements and a comfortable work environment. However, aspects related to employee opportunities for personal time and perceptions of workload still require attention. Therefore, hotel management needs to continue to maintain the well-established work hour arrangements and evaluate workload distribution to further improve employee work-life balance.

The research results showed that the highest indicator of work-life balance was the statement that working hours at the Bakung Sari Kuta Hotel were in accordance with company regulations and that employees felt comfortable working there. This indicates that employees gave a positive assessment of the company's work hours and the work environment they experienced while performing their jobs.

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Field findings indicate that the Bakung Sari Kuta Hotel implements an eight-hour workday with two days off per week, equivalent to a 40-hour workweek. This work schedule complies with company regulations, providing employees with certainty in carrying out their work activities. Furthermore, the hotel's occupancy rate, which has continued to increase from 2022 to 2025, demonstrates that hotel operations continue to run smoothly and are supported by a conducive work environment. These conditions contribute to the comfort of most employees, making the work schedule and a comfortable work environment key factors in creating a work-life balance at the Bakung Sari Kuta Hotel.

The lowest indicator for the work-life balance variable indicates that respondents still gave a lower rating to the statement that work hours still allow for personal time and that the workload remains within reasonable limits. This indicates that even though working hours are in accordance with company regulations, some employees still find it difficult to balance work and personal life.

Field findings indicate that increasing hotel occupancy rates year after year have led to increasingly busy operational activities. This situation has the potential to increase the intensity of work required by employees, thus limiting time for rest and activities outside of work. Furthermore, the high demands of guest service can also cause some employees to feel a greater workload, even though working hours have been regulated according to company regulations. Therefore, companies still need to evaluate the distribution of workloads to optimize the balance between work and personal life for employees.

The results indicate that a good work-life balance in the hospitality industry can improve employee well-being. The study shows that appropriate work arrangements, flexibility, and the creation of a supportive work environment can help employees balance their work and personal lives. Therefore, the good work-life balance category at Hotel Bakung Sari Kuta indicates that the company has implemented work practices that are quite capable of supporting employee comfort and work-life balance, although an evaluation of personal time and workload experienced by some employees is still needed.

2. Discussion of the Results of the Turnover Intention Variable (Y)

The average value of the Turnover Itention (Y) variable as a whole is 3.29, meaning that the overall Turnover Itention at the Bakung Sari Kuta Hotel is in the interval of 2.61 - 3.40 with a fairly high category. The lowest average for the Turnover Itention (Y) variable statement of 3.00 is found in the 8th statement, namely "I have

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protested my superior's policy.", then followed by the next lowest average of 3.03 in the 10th statement, namely "I have felt discrimination in the workplace." While the highest average is in the 12th statement with an average value of 3.58, namely "I am looking for work at another company.", then followed by the highest average in the 13th statement with an average value of 3.55, namely "I want to quit if I get a better job.".

Based on the research results, it can be concluded that the turnover intention variable at the Bakung Sari Kuta Hotel is in the fairly high category. This indicates that there is still a tendency for employees to seek employment at other companies if they receive better opportunities. However, the low scores on indicators related to protests against superior policies and discrimination indicate that working relationships within the company are relatively good. Therefore, hotel management needs to maintain harmonious working relationships while improving employee retention strategies through workload management, career development, and reward programs that can increase employee loyalty and minimize the desire to leave.

The lowest indicator for the turnover intention variable indicates that respondents gave lower ratings to statements about having protested superior policies and experiencing discrimination in the workplace. This indicates that most employees do not feel they have experienced unfair treatment or serious conflict with management.

Field findings indicate no indications of problems related to employee-supervisor relations or discriminatory practices in the workplace. This indicates that working relationships at the Bakung Sari Kuta Hotel are quite good, and employees' desire to leave the company is not primarily driven by internal conflict. Therefore, turnover intention is more influenced by the desire for better job opportunities than dissatisfaction with working relationships within the company.

The research results showed that the highest indicator of turnover intention was the statement that employees were looking for work at other companies and intended to leave if they found a better job. This suggests that some employees still desire to change jobs if they perceive a more profitable opportunity.

Field findings indicate that the employee turnover rate at the Bakung Sari Kuta Hotel during the 2022–2025 period was above the high threshold. This indicates that employees remain eager to seek alternative employment. Although the company has implemented standard working hours, increased operational activity due to high hotel occupancy rates may be a factor encouraging employees to consider job

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opportunities that offer better working conditions or prospects. These findings indicate that turnover intention remains a concern that needs to be managed by the company.

The findings of this study align with research that explains that turnover intention in the tourism and hospitality sector remains a significant issue, especially when employees perceive better job opportunities elsewhere. The study also found that quality of work life plays a role in suppressing employee desire to leave the organization. Therefore, the high tendency of respondents to seek other employment in this study suggests that Hotel Bakung Sari Kuta needs to continue strengthening its employee retention strategy by improving employee welfare, career development, and a quality work environment.

3. **Discussion of the Results of the Work-Life Balance Variable (X) on Turnover Intention (Y)**

In this study, Work-Life Balance is proven to have a negative and significant effect on Turnover Intention at the Bakung Sari Kuta Hotel. This is evidenced by the results of the t-test for the Work-Life Balance variable with a value of -t count < -t table, namely -5.777 < -1.694 and a significance value < α = 0.000 < 0.05. The β value of Work-Life Balance is -1.663, which means that if Work-Life Balance increases by one unit, while other variables remain constant, Turnover Intention will decrease. In general, the problem formulation has been answered in accordance with the proposed hypothesis. Work-Life Balance has a moderate effect on Turnover Intention, this can be seen from the results of the coefficient of determination test that the Work-Life Balance variable has a contribution of 51.8% to Turnover Intention and the remaining 48.2% is influenced by other variables not used in this study. In addition to work-life balance (X) as the main independent variable in this study, several other variables can also influence employee turnover intention (Y) at the Bakung Sari Kuta Hotel. These variables include job satisfaction, compensation, work environment, leadership, organizational commitment, job stress, workload, career development opportunities, and organizational culture.

In addition, factors such as relationships with coworkers and superiors, reward systems, organizational communication, job security, promotion opportunities, employee welfare, employee engagement, and hotel operational conditions can also influence turnover intention. In the hospitality industry, employees' desire to leave a company is influenced not only by work-life balance but also by the company's ability

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to create a comfortable work environment, provide appropriate rewards, and provide development opportunities for employees.

Thus, work-life balance plays a crucial role in reducing employee turnover intention. However, turnover intention is also influenced by various other factors that can increase employee satisfaction, loyalty, and commitment to the company, thereby minimizing the desire to seek employment elsewhere or leave the company.

This research aligns with the results of research conducted by Hendrik & Erlin (2023), Ariyani et al. (2022), Rahmadani & Andriani (2022), (2022), Hendi & Robin (2023), Faaroek (2021), Abdulah & Badrianto, (2023), and Fauzi et al. (2023), which stated that Work-Life Balance has a negative and significant effect on Turnover Intention. This can be interpreted as when Work-Life Balance increases, Turnover Intention will decrease because there is a significant negative effect between Work-Life Balance and Turnover Intention. This shows that work-life balance plays a role in influencing turnover intention, so that the better the balance between work life and personal life that employees feel, the lower the tendency of employees to leave the company.

The results of this study are supported by field conditions, where the Bakung Sari Kuta Hotel has implemented an 8-hour workday with two days off per week as an effort to create a work-life balance for employees. Despite this, the employee turnover rate during the 2022–2025 period remains high. Furthermore, the results show that employees still place lower values on the opportunity to have personal time and perceived workload. This situation indicates that work-life balance has contributed to influencing turnover intention, but its influence has not been fully able to suppress employee desire to change jobs. Therefore, efforts to improve workload management and work-life balance are still needed on an ongoing basis.

*Work-life balance*has a significant relationship with employee well-being in the hospitality industry. The better the balance between work and personal life perceived by employees, the lower their tendency to experience job dissatisfaction, which can lead to turnover intention. These findings reinforce the findings of this study that work-life balance has a negative and significant effect on turnover intention among employees at Hotel Bakung Sari Kuta.

The findings of this study are conceptually consistent with Blau's (1964) Social Exchange Theory. The relationship between an organization and its employees is a social exchange relationship based on the principle of reciprocity. Organizations that provide support and meet employee needs will receive positive attitudes and

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behaviors in return, such as increased commitment, loyalty, and a desire to remain with the organization. Conversely, if employees perceive the organization as unable to provide adequate support for their well-being, the social exchange relationship becomes unbalanced, increasing the employee's tendency to leave the organization.

The findings of this study are also supported by research by Hendrik and Erlin (2023), which states that work-life balance has a negative and significant effect on turnover intention. This study shows that employees who are able to balance work demands with their personal lives tend to have higher job satisfaction and organizational commitment, resulting in a lower desire to leave the company. Thus, this study further strengthens the relevance of Social Exchange Theory in explaining that organizational support through the implementation of work-life balance can form a positive reciprocal relationship between the organization and employees, thereby reducing turnover intention.

CONCLUSION

Based on the research results, it can be concluded that work-life balance has a negative and significant effect on employee turnover intention at Hotel Bakung Sari Kuta. The t-test results show a calculated t-value of -5.777 with a significance of 0.000 <0.05, so the research hypothesis is accepted. The regression coefficient of -1.663 indicates that the better the work-life balance, the lower the employee turnover intention. The R Square value of 0.518 indicates that work-life balance is able to explain 51.8% of the variation in turnover intention, while the remaining 48.2% is influenced by other factors outside the research model. Descriptively, work-life balance is in the good category with an average of 3.53, but the aspects of personal time and workload still receive relatively low ratings. Meanwhile, turnover intention is in the fairly high category with an average of 3.29, mainly indicated by employees' desire to look for other jobs and leave if they get a better job. These findings imply that the management of Hotel Bakung Sari Kuta needs to maintain the arrangement of working hours and work environment that have been assessed as good and improve the management of workload, rest time, and opportunities for employees to have personal time as part of the retention strategy.

This study has limitations because it only involved 33 employees at one hotel using one independent variable. Therefore, the results cannot describe all factors influencing turnover intention in the hospitality industry more broadly. Furthermore, the use of a questionnaire as the primary instrument is potentially influenced by respondents' subjective perceptions. Therefore, further research is recommended involving a larger

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number of respondents and covering several hotels with different characteristics for better generalizability. Future research can also develop the model by including other variables, such as job satisfaction, compensation, workload, job stress, leadership, organizational commitment, work environment, career development, and employee engagement, as well as considering mediating or moderating variables. Practically, the research results can serve as evaluation material for management in designing policies that support work-life balance, workload equity, employee welfare, and development opportunities to sustainably reduce turnover intention.

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