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The Influence Of Work-Life Imbalance And Training & Development On Employee Turnover Among Employees Of Multinational Companies In Solo Raya

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Abstract

This study aims to analyze the effects of work-life imbalance and training and development on Employee Turnover among employees of multinational companies in the Greater Solo area. The imbalance between work and personal life, as well as opportunities for employee development, are critical factors in retaining the workforce amid the demands of a dynamic work environment. This study employs a quantitative approach, involving 103 respondents selected through purposive sampling. Data were collected using a questionnaire with a five-point Likert scale, while data analysis employed the Partial Least Squares Structural Equation Modeling (PLS-SEM) method using SmartPLS 3 software. Model evaluation included validity and reliability testing, structural model assessment, and hypothesis testing based on path coefficients and significance levels. The results indicate that work-life imbalance has a positive and significant effect on Employee Turnover, whereas training and development do not show a significant effect. These findings underscore the importance of managing work-life balance in employee retention strategies. Companies also need to ensure that training and development programs align with job requirements and employees' career aspirations to make efforts to retain the workforce more effective.

Keywords: Employee Turnover, Greater Solo, Multinational Companies, Training & Development, Work-Life Imbalance.

INTRODUCTION

Human resources play a crucial role in maintaining productivity, competitiveness, and sustainability within a company. Employee turnover is a critical issue that warrants

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attention, as it can affect workforce stability and the continuity of business operations.Hosen (2022) examined factors related to employee turnover in multinational companies, while Ahmad Saufi et al. (2023) discussed factors influencing employees' desire to leave their jobs, with a focus on work-life balance. Maharani & Tamara (2024) and Alblihed & Alzghaibi (2022) also investigated the relationship between working conditions and work-life balance and employees' intentions to leave their jobs.

Multinational companies need to manage work demands while providing employee development support to retain their workforce. Work-life imbalance reflects the disparity between work demands and personal life, while training & development reflects opportunities for employees to enhance their skills and advance their careers. Hosen (2022) examined both factors in the context of multinational companies in Malaysia. Ahmad Saufi et al. (2023) explained the relevance of work-life balance to employees' desire to leave their jobs, while Jun & Eckardt (2025) discussed the relationship between training and employee turnover from the perspective of Social Exchange Theory. Sharma & Tiwari (2023) also investigated the relationship between working conditions, work-life balance, and the desire to change jobs in the context of information technology employees.

Work-life imbalance can occur when excessive workloads, long working hours, or irregular schedules disrupt employees' personal lives. Such conditions can increase conflicts between work and personal life and make it difficult for employees to disengage from work-related matters. Hosen (2022) examined the relationship between work-life imbalance and employee turnover, while Ahmad Saufi et al. (2023) positioned work-life balance as a relevant factor influencing job change intentions. Alblihed & Alzghaibi (2022) discussed the relationship between work-life imbalance and the intention to leave among frontline healthcare workers, while Sharma & Tiwari (2023) explored the connections between technology stress, burnout, work-life balance, and the desire to change jobs. In this study, work-life imbalance is measured through six aspects: excessive workload, long working hours, irregular work schedules, work interference with personal life, conflicts between work and personal life, and difficulties in disengaging from work.

Training and development provide employees with the opportunity to enhance their knowledge, skills, and readiness to face job developments. Organizational support for training and development can also influence employees' perceptions of professional growth and career opportunities within the company. Hosen (2022) discusses the relationship between training and development and employee turnover, while Jun & Eckardt (2025) explain the relationship between training and employee turnover from a social exchange perspective. Martini et al. (2023) examine the relationship between employee development and the desire to change jobs through mechanisms that include affective commitment and perceptions of career opportunities. Based on this foundation,

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training and development in this study are measured through opportunities for training participation, the relevance of training to the job, knowledge enhancement, skill improvement, career development, and company support for employee development.

Work-life imbalance and training and development represent two different aspects of the work experience, but both are relevant to examine in relation to employee turnover. Work-life imbalance relates to job demands that interfere with personal life, while development opportunities relate to organizational support for enhancing employees' competencies and career growth. Hosen (2022) provides a foundation for examining these two factors in the context of multinational companies, while Martini et al. (2023) show that the relationship between employee development and the desire to change jobs can involve various mechanisms. Jun & Eckardt (2025) highlight the importance of the reciprocal relationship between the organization and employees in understanding the link between training and employee turnover. Ahmad Saufi et al. (2023) and Sharma & Tiwari (2023) also provide a foundation for understanding the relevance of work-life balance to employees' desire to leave their jobs.

Research on employees of multinational companies in the Solo Raya region is necessary to test the relationship between work-life imbalance and training and development with employee turnover in a context different from previous studies. Hosen (2022) focuses on multinational companies in Malaysia, while Ahmad Saufi et al. (2023) examine factors related to the desire to change jobs through work-life balance and job opportunities. Alblihed & Alzghaibi (2022) and Sharma & Tiwari (2023) provide a foundation from different work contexts regarding the relevance of work-life imbalance, stress, and the desire to leave. Differences in research locations do not inherently prove a research gap. Therefore, this study focuses on the empirical testing of the impact of work-life imbalance and training and development on employee turnover among employees of multinational companies in Solo Raya.

This study aims to analyze the impact of work-life imbalance and training and development on employee turnover among employees of multinational companies in Solo Raya. Hosen (2022) serves as a reference for examining these two factors in the context of multinational companies, while Ahmad Saufi et al. (2023), Alblihed & Alzghaibi (2022), and Maharani & Tamara (2024) strengthen the foundation regarding the relevance of work-life balance to employees' desire to leave their jobs. Jun & Eckardt (2025) and Martini et al. (2023) complement the study of the relationship between training and employee development with employee turnover. The results of the research are expected to serve as consideration for companies in evaluating workloads, work schedule arrangements, training, and career development support to aid in efforts to retain employees.

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METHODS

This research uses a quantitative approach to analyze the influence of Work-Life Imbalance (X1) and Training & Development (X2) on Employee Turnover (Y) among employees of multinational companies in Solo Raya. The research sample consisted of 103 respondents who met the research criteria and were selected using purposive sampling techniques. This number was based on the valid questionnaires collected, with sample adequacy needing to be considered in accordance with model complexity and statistical power requirements (Joseph. F. Hair et al., 2022; Ringle et al., 2023). Data collection was conducted using a structured questionnaire consisting of 18 statements, with six indicators for each variable and a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Data analysis was performed using SmartPLS 3 software with the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. The outer model evaluation was conducted to assess the validity and reliability of the constructs through loading factor, Cronbach's alpha, composite reliability (CR), and Average Variance Extracted (AVE). Next, the inner model evaluation was carried out by measuring the coefficient of determination (R^2) and predictive relevance (Q^2) to assess the model's ability to explain and predict endogenous variables. Hypothesis testing was conducted through a bootstrapping procedure, paying attention to path coefficients (β), t-statistic values, and p-values to determine the direction and significance of the influence between variables. This evaluation procedure follows the guidelines for applying PLS-SEM in quantitative research (Joseph. F. Hair et al., 2022; Ringle et al., 2023). This study tests the hypothesis that Work-Life Imbalance positively influences Employee Turnover, while Training & Development negatively influences Employee Turnover, based on previous research findings regarding work-life balance, employee development, and turnover (Ahmad Saufi et al., 2023; Hosen, 2022).

This research focuses on the influence of Work-Life Imbalance (X1) and Training & Development (X2) on Employee Turnover (Y) among employees of multinational companies in Solo Raya. The research model consists of two independent variables: work-life imbalance and employee training and development, and one dependent variable: employees' intention to leave the company. The research framework is designed to analyze the relationship between job demands, opportunities for employee development, and employees' tendencies to change jobs.

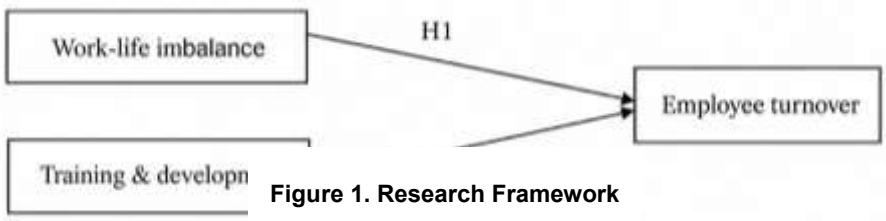

Figure 1. Research Framework

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Based on this framework, this research proposes two hypotheses.

H1: Work-Life Imbalance has a positive effect on Employee Turnover, which means that the greater the imbalance between work and personal life, the higher the employees' intention to leave the company.

H2: Training & Development has a negative effect on Employee Turnover, which means that the better the training and development opportunities provided by the company, the lower the employees' intention to change jobs.

Both hypotheses were tested using a quantitative approach with the assistance of SmartPLS 3 to determine the direction and significance of the influence of each variable.

RESULT

A. Characteristics of Respondents

The data for this research was obtained through the distribution of questionnaires to 103 employees of a multinational company in the Solo Raya region. According to Table 1 below, female respondents dominated with a total of 60 individuals (58.25%), while male respondents numbered 43 (41.75%). In terms of age, the majority of respondents were between 21 and 24 years old, totaling 73 individuals (70.87%), while those aged 18 to 20 and above 24 years were each 14 individuals (13.59%), and respondents under 18 years old numbered 2 individuals (1.94%). In terms of residence, most respondents came from Karanganyar, totaling 57 individuals (55.34%), followed by Sukoharjo with 26 individuals (25.24%) and Surakarta with 9 individuals (8.74%). The remaining respondents were from Sragen, Klaten, Boyolali, and Wonogiri, with smaller numbers.

Based on length of employment, the majority of respondents had worked for 1 to 3 years, totaling 58 individuals (56.31%), while 31 individuals (30.10%) had been employed for less than one year. Respondents with 4 to 6 years of service numbered 10 individuals (9.71%), while those who had worked for more than six years totaled 4 individuals (3.88%). In terms of position or job level, most respondents were staff members, totaling 82 individuals (79.61%), followed by supervisors or coordinators with 14 individuals (13.59%), managers with 5 individuals (4.85%), and directors with 2 individuals (1.94%).

Overall, the characteristics of the respondents indicate that the research sample is dominated by employees aged 21–24, residing in Karanganyar, with a work experience of 1–3 years, and holding staff positions. This composition provides an overview of the perceptions of relatively young employees who are at the early to mid-stage of their careers regarding work conditions and development opportunities. Ahmad Saufi et al. (2023) emphasize the relevance of work-life balance in understanding Employee Turnover, while Martini et al. (2023) examine the

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relationship between employee development and the intention to leave the organization. Therefore, these respondent characteristics serve as a descriptive context for analyzing the relationship between work-life imbalance and training & development with Employee Turnover, without assuming that young age or specific work experience automatically determines employees' intention to leave.

Table 1. Characteristics of Respondents

Characteristics	Category	Frequency	%
Gender	Male	43	41,75%
	Female	60	58,25%
Age	< 18 years old	2	1,94%
	18-20 years old	14	13,59%
	21-24 years old	73	70,87%
	> 24 years old	14	13,59%
Residence	Karanganyar	57	55,34%
	Sukoharjo	26	25,24%
	Surakarta	9	8,74%
	Sragen	5	4,85%
	Klaten	3	2,91%
	Boyolali	2	1,94%
	Wonogiri	1	0,97%
Length of Employment	< 1 year	31	30,10%
	1-3 years	58	56,31%
	4-6 years	10	9,71%
	> 6 years	4	3,88%
Job Title / Job Level	Staff	82	79,61%
	Supervisor / Coordinator	14	13,59%
	Manager	5	4,85%
	Director	2	1,94%
	Total	**103**	**100%**

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A. Results of the Outer Model Test

Based on the results of the outer model testing, the Employee Turnover variable has a Cronbach's Alpha value of 0.918, Composite Reliability of 0.936, and AVE of 0.708. The Work-life Imbalance variable obtained values of 0.912, 0.931, and 0.694, respectively. Meanwhile, the Training & Development variable has a Cronbach's Alpha value of 0.867, Composite Reliability of 0.873, and AVE of 0.540. All variables have met the criteria for reliability and convergent validity. However, the indicators TD2 (0.618) and TD3 (0.602) have outer loading values below 0.70. According to Joseph. F. Hair et al. (2022), indicators with outer loading values between 0.40–0.70 do not necessarily need to be removed immediately, but should be considered based on the impact of their removal on the reliability and validity of the construct as well as the theoretical relevance of the indicators. Therefore, TD2 and TD3 can be retained if the evaluation results show that their removal does not significantly improve the quality of the measurement model and both remain relevant in representing the Training & Development variable.

Table 2. Results of the Outer Model Test

Variable	Item	Loading Factor	Cronbach's Alpha	PC/CR	AVE	Conclusion
Employee Turnover	ET1	0,845	0,918	0,936	0,708	Valid & Reliabel
	ET2	0,878				
	ET3	0,818				
	ET4	0,793				
	ET5	0,816				
	ET6	0,894				
Work-life Imbalance	WLI1	0,803	0,912	0,931	0,694	Valid & Reliabel
	WLI2	0,749				
	WLI3	0,861				
	WLI4	0,891				
	WLI5	0,884				
	WLI6	0,801				
Traning & Development	TD1	0,700	0,867	0,873	0,540	Valid & Reliabel
	TD2	0,618				
	TD3	0,602				
	TD4	0,778				
	TD5	0,746				
	TD6	0,919				

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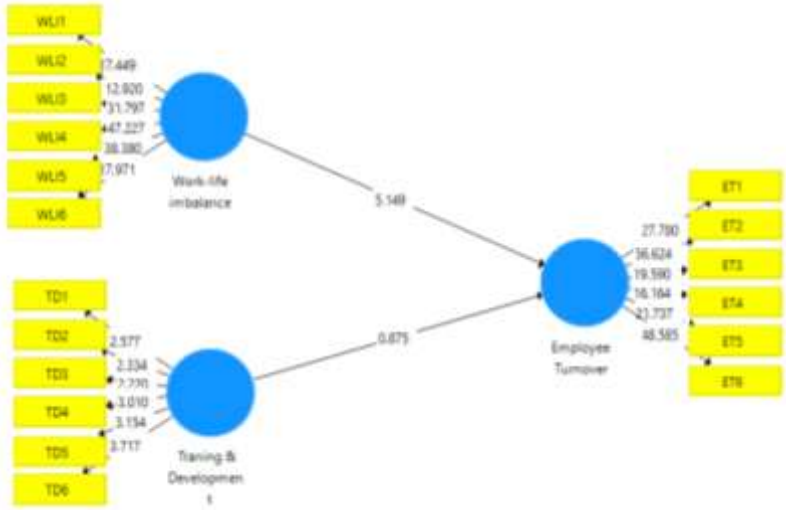

Figure 2. Test Results

B. Inner Model Test Results

The inner model was evaluated to assess its ability to explain and predict the dependent variable. Based on the test results, Employee Turnover had an R^2 value of 0.261 and an Adjusted R^2 value of 0.246. These results indicate that Work-Life Imbalance and Training & Development explain 26.1% of the variation in Employee Turnover, while the remaining 73.9% is explained by factors outside the model. The Q^2 value of 0.174 indicates that the model has predictive relevance because it is greater than zero. This interpretation is consistent with Hair & Alamer (2022) and Ringle et al. (2023), who emphasize the importance of evaluating a model's explanatory and predictive capabilities in PLS-SEM analysis.

Table 3. Inner Model Test Results

Variable	R Square (R2)	Adjusted R Square	(Q2)
Employee Turnover	0,261	0,246	0,174

C. Hypothesis Test Resultss

Hypothesis testing was conducted to analyze the effects of Work-Life Imbalance and Training & Development on Employee Turnover based on the path coefficient (β), t-statistic, and p-value, using a 5% significance level. The analysis showed that Work-Life Imbalance had a positive and significant effect on Employee Turnover, with β = 0.495, t-statistic = 5.291, and p-value < 0.001; therefore, H1 was accepted. In contrast, Training & Development had a positive but nonsignificant effect, with β = 0.142, t-statistic = 0.853, and p-value = 0.394; therefore, H2 was rejected.

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These findings indicate that an imbalance between work and personal life significantly affects employees' tendency to leave the company, whereas the effect of training and development has not been shown to be statistically significant.

Table 4. Hypothesis Test Results

Inter-variable Effects	β	Tstat	p-value	Conclusion
Work-life Imbalance (WLI) -Employee Turnover (ET)	0,495	5,291	0,000	Accepted
Traning & Development (TD) - Employee Turnover (ET)	0,142	0,853	**0,394**	Rejected

DISCUSSION

A. The Effect of Work-Life Imbalance on Employee Employee Turnover

The results of the study indicate that work-life imbalance has a positive and significant effect on employee Employee Turnover among employees of multinational companies in the Greater Solo area, with a path coefficient of 0.495, a t-statistic of 5.291, and a p-value < 0.001. These results indicate that the greater the imbalance between work and personal life, the higher the tendency for employees to leave their jobs. This finding is consistent with the research by Alblihed & Alzghaibi (2022) as well as Ahmad Saufi et al. (2023), which emphasizes the link between work-life conditions and the intention to change jobs.

Work-life imbalance can arise when job demands reduce the time employees have to meet personal needs, fulfill family responsibilities, and rest. These conditions can make the job feel less aligned with employees' needs and prompt them to consider alternative employment. Alves et al. (2024) also found a relationship between excessive workload, work-life balance, and Employee Turnover. Research by Maharani & Tamara (2024) further explores the relationship between work-life balance and work-related stress with the intention to change jobs.

For multinational companies in the Greater Solo area, these findings highlight the importance of managing workloads, work schedules, and overtime demands in a balanced manner. Companies may also consider implementing flexible work arrangements aligned with operational needs and clarifying work targets and priorities. These efforts can be part of an employee retention strategy, given that previous research has shown the relevance of work-life conditions to Employee Turnover (Ahmad Saufi et al., 2023; Alblihed & Alzghaibi, 2022; Alves et al., 2024).

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B. The Effect of Training and Development on Employee Employee Turnover

The results of the study indicate that training and development have a positive but insignificant relationship with Employee Turnover, with a path coefficient of 0.142, a t-statistic of 0.853, and a p-value of 0.394. Since the p-value is greater than 0.05, the hypothesis regarding this relationship does not receive statistical support. These results do not mean that training and development are not beneficial, but they indicate that the relationship between the two and Employee Turnover has not been proven to be significant among the respondents in this study.

Training can help improve competencies and support career development, but its connection to employees' decisions to stay may depend on the relevance of the programs and the available development opportunities. Jun & Eckardt (2025) explain that the relationship between training and employee turnover can vary based on job and employee characteristics. Martini et al. (2023) also examined the relationship between employee development and Employee Turnover, while Maqableh et al. (2022) investigated the role of innovative behavior in the relationship between training and Employee Turnover.

Multinational companies in the Greater Solo area should ensure that training programs align with job requirements, provide applicable skills, and support employees' career development paths. Companies also need to avoid relying on training as their sole retention strategy. The results of this study indicate that attention to work-life balance should be a priority, while the effectiveness of training on retention requires further evaluation (Jun & Eckardt, 2025; Martini et al., 2023; Randall et al., 2022).

C. General Implications and Limitations of the Study

The model evaluation results show an R^2 value of 0.261, an adjusted R^2 of 0.246, and a Q^2 of 0.174. The R^2 value indicates that work-life imbalance and training and development explain 26.1% of the variation in Employee Turnover. A positive Q^2 value indicates predictive relevance based on the evaluation procedure used. However, most of the variation in Employee Turnover is still associated with other factors outside the model. This interpretation aligns with the principles of PLS-SEM model evaluation, which distinguish between a model's explanatory power and its predictive relevance (Hair & Alamer, 2022; Ringle et al., 2023).

Overall, the results indicate that work-life imbalance has a positive and significant relationship with Employee Turnover, whereas training and development do not show a significant relationship. These findings underscore the importance of addressing work-life conditions in retention strategies, while also evaluating the relevance of employee development programs. Previous research has also shown that the relationship between work-life balance and Employee Turnover, as well as

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the relationship between training and retention, may depend on the organizational context and employee characteristics (Ahmad Saufi et al., 2023; Jun & Eckardt, 2025; Maharani & Tamara, 2024).

This study has limitations because it involved 103 respondents and tested only two predictor variables. Therefore, the results should be generalized with caution. Future research could use a larger sample and include variables such as job satisfaction, organizational commitment, workload, and supervisor support. Such an expansion could help elucidate other factors related to Employee Turnover (Alves et al., 2024; Hair & Alamer, 2022; Ringle et al., 2023).

CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that work-life imbalance has a positive and significant effect on Employee Turnover among employees of multinational companies in the Greater Solo area. The test results show a path coefficient of 0.495, a t-statistic of 5.291, and a p-value < 0.001. These findings indicate that an increase in the imbalance between work and personal life is associated with an increase in employees' intention to leave their jobs. Meanwhile, training and development had a positive coefficient of 0.142 but did not have a statistically significant effect on Employee Turnover, with a t-statistic of 0.853 and a p-value of 0.394. These results suggest that the relationship between training and development and Employee Turnover has not received statistical support in this study sample.

The research findings underscore the importance of managing work-life balance as part of an employee retention strategy. Multinational companies in the Greater Solo area may consider evaluating workloads, scheduling arrangements, overtime requirements, and work flexibility in accordance with operational needs. Companies also need to ensure that training and development programs align with employees' competency needs and career goals. The R^2 value of 0.261 indicates that the two variables explain 26.1% of the variation in Employee Turnover, while the Q^2 value of 0.174 indicates predictive relevance based on the evaluation procedure used. These results also suggest that other factors outside the model may still explain employees' intentions to leave the organization.

Future research is recommended to involve a larger sample of respondents from a wider variety of industries and regions to broaden the scope of the findings. Future studies may also include additional variables, such as job satisfaction, organizational commitment, supervisor support, workload, and career development opportunities, to gain a more comprehensive understanding of Employee Turnover. A qualitative approach using in-depth interviews can be used to explore the reasons why employees are considering leaving the company. Thus, further research is expected to provide a deeper

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understanding of the factors related to Employee Turnovers and help companies design retention strategies that align with employees' needs.

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