

**MODEL TURNOVER INTENTION BERBASIS WORK-LIFE BALANCE
MELALUI EMPLOYEE ENGAGEMENT DAN JOB SATISFACTION**

**(Fokus pada Karyawan Generasi Y Penunjang Medis di
RS Immanuel Bandung)**

TESIS

*Diajukan untuk Memenuhi Syarat Memperoleh Gelar Magister Manajemen
Program Studi Manajemen*



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**PROGRAM STUDI MANAJEMEN
FAKULTAS PENDIDIKAN EKONOMI BISNIS
UNIVERSITAS PENDIDIKAN INDONESIA
BANDUNG
2022**

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**Diajukan untuk Memenuhi Salah Satu Syarat Memperoleh
Gelara Magister Manajemen pada Program Studi Magister Manajemen**

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ENGAGEMENT DAN JOB SATISFACTION (FOKUS PADA KARYAWAN GENERASI Y PENUNJANG
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ABSTRAK

MODEL TURNOVER INTENTION BERBASIS WORK-LIFE BALANCE MELALUI EMPLOYEE ENGAGEMENT DAN JOB SATISFACTION

Sejak pandemi COVID-19, tatanan kehidupan manusia di dunia berubah drastis. Salah satu akibatnya berdampak pada sektor ekonomi, salah satunya tatanan tenaga kerja. Salah satu masalah yang dihadapi oleh HRM *job hopping*, yang mengacu pada karyawan Generasi Y yang berpindah dari satu perusahaan ke perusahaan lain. Ada banyak alasan mengapa mereka keluar dari perusahaan, seperti kompensasi, karir, tidak nyaman dengan lingkungan, dan fleksibilitas dalam bekerja. Turnover intention seperti virus, kecil namun dapat berdampak besar bagi perusahaan. Penelitian ini bertujuan untuk menganalisis tingkat turnover intention dengan work-life balance melalui employee engagement dan kepuasan kerja pada generasi Y di Divisi Penunjang Medis RS Immanuel Bandung. Penelitian ini bersifat deskriptif dengan pendekatan kuantitatif. Kemudian penentuan sampel dilakukan dengan menggunakan teknik non-probability sampling dengan purposive sampling. Hasil analisis data dari 150 responden dengan menggunakan path analysis dengan SPSS IBM 26, menyebutkan 1) *Work-life balance* berpengaruh positif baik terhadap *employee engagement* ataupun *job satisfaction*. 2) *Work-life balance*, *employee engagement*, dan *job satisfaction* berpengaruh negatif terhadap *turnover intention*. 3) *Employee engagement* dan *job satisfaction* memediasi *work-life balance* terhadap *turnover intention*.

Kata kunci : *Work-life Balance, Employee Engagement, Job Satisfaction, Turnover Intention*

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ABSTRACT

TURNOVER INTENTION MODEL BASED ON WORK-LIFE BALANCE THROUGH EMPLOYEE ENGAGEMENT AND JOB SATISFACTION

Since the COVID-19 pandemic, the order of human life in the world has changed drastically. One of the impacts on the economic sector, which is the structure of the workforce. The problems faced by HRM is job hopping, which refers to Generation Y employees moving from one company to another. There are many reasons why they leave the company, such as compensation, career, being uncomfortable with the environment, and flexibility in work. Turnover intention is like a virus, small thing but it can have a big impact on the company. This study aims to analyze the level of turnover intention with work-life balance through employee engagement and job satisfaction in Generation Y in the Medical Support Division of Immanuel Hospital Bandung. This research is descriptive with a quantitative approach. Then the sampling was carried out using a non-probability sampling technique with purposive sampling. The results of data analysis from 150 respondents using path analysis with SPSS IBM 26 show that 1) Work-life balance has a positive effect on both employee engagement and job satisfaction. 2) Work-life balance, employee engagement, and job satisfaction have a negative effect on turnover intention. 3) Work-life balance and job satisfaction act as a moderator of turnover intention.

Keyword : Work-life Balance, Employee Engagement, Job Satisfaction, Turnover Intention

DAFTAR ISI

LEMBAR PENGESAHAN	i
LEMBAR PERNYATAAN BEBAS PLAGIARISME	ii
KATA PENGANTAR	iii
UCAPAN TERIMA KASIH.....	iv
ABSTRAK	vi
<i>ABSTRACT</i>	vii
DAFTAR ISI.....	viii
DAFTAR GAMBAR	x
DAFTAR TABEL.....	xii
BAB I PENDAHULUAN	1
1.1 Latar Belakang Penelitian	1
1.2 Rumusan Masalah	9
1.3 Tujuan Penelitian	10
1.4 Manfaat Penelitian	11
1.5 Sistematika Penulisan	11
BAB II KAJIAN PUSTAKA, KERANGKA BERPIKIR DAN HIPOTESIS.....	13
2.1 Kajian Pustaka	13
2.1.1 Manajemen Sumber Daya Manusia	13
2.1.2 Perilaku Organisasi	15
2.1.3 <i>Turnover Intention</i>	17
2.1.4 <i>Employee Engagement</i>	22
2.1.5 <i>Job Satisfaction</i>	28
2.1.6 <i>Work-life Balance</i>	40
2.2 Penelitian Terdahulu	46
2.3 Kerangka Pemikiran.....	50
2.3.1 Hubungan <i>Work-life balance</i> dengan <i>Employee Engagement</i>	51
2.3.2 Hubungan <i>Work-life balance</i> dengan <i>Job Satisfaction</i>	51
2.3.3 Hubungan <i>Work-life balance</i> dengan <i>Turnover Intention</i>	52
2.3.4 Hubungan <i>Employee Engagement</i> dengan <i>Turnover Intention</i>	52
2.3.5 Hubungan <i>Job Satisfaction</i> dengan <i>Turnover Intention</i>	52
2.4 Hipotesis	55
BAB III METODE PENELITIAN.....	57
3.1 Jenis dan Metode Penelitian.....	57
3.2 Variabel Penelitian.....	57
3.3 Jenis dan Sumber Data	63
3.4 Populasi dan Sampel	63
3.5 Teknik Pengambilan Data.....	64
3.6 Uji Instrumen Data.....	66
3.6.1 Uji Validitas	66
3.6.2 Uji Reliabilitas	66

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MODEL TURNOVER INTENTION BERBASIS WORK-LIFE BALANCE MELALUI EMPLOYEE ENGAGEMENT DAN JOB SATISFACTION (FOKUS PADA KARYAWAN GENERASI Y PENUNJANG MEDIS DI RS IMMANUEL BANDUNG)

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3.7	Teknik Analisis Data.....	68
3.7.1	Teknik Analisis Data Deskriptif	68
3.7.2	Teknik Analisis Data Verifikatif.....	68
3.8	Uji Sobel (<i>Sobel Test</i>)	70
3.9	Uji Hipotesis	71
3.10	Koefisien Determinasi.....	73
BAB IV TEMUAN PENELITIAN DAN PEMBAHASAN.....		75
4.1	Temuan Penelitian	75
4.1.1	Gambaran Umum RS Immanuel.....	75
4.1.2	Profil Karyawan RS Immanuel.....	79
4.2	Analisis Deskriptif Data Penelitian.....	96
4.2.1	Tanggapan Responden Mengenai <i>Work-life Balance</i>	96
4.2.2	Tanggapan Responden Mengenai <i>Employee Engagement</i>	98
4.2.3	Tanggapan Responden Mengenai <i>Job Satisfaction</i>	99
4.2.4	Tanggapan Responden Mengenai <i>Turnover Intention</i>	101
4.3	Analisis Verifikatif Data Penelitian	102
4.3.1	Uji Asumsi Klasik.....	102
4.3.2	Pengujian Sub Struktur 1	106
4.3.3	Pengujian Sub Struktur 2.....	109
4.3.4	Pengujian Sub Struktur 3.....	111
4.3.5	Pengujian Sub Struktur 4	116
4.3.6	Pengujian Sub Struktur 5	120
4.3.7	Sub Structure 6 Testing	123
4.4	Pembahasan.....	127
4.4.1	Pembahasan Hasil Penelitian Deskriptif.....	127
4.4.2	Pembahasan Hasil Penelitian Verifikatif	130
4.4.2.1	Pengaruh WLB terhadap EE.....	130
4.4.2.2	Pengaruh <i>Work-life Balance</i> terhadap <i>Job Satisfaction</i>	131
4.4.2.3	Pengaruh <i>Work-life Balance</i> terhadap <i>Turnover Intention</i>	131
4.4.2.4	Pengaruh <i>Employee Engagement</i> terhadap <i>Turnover Intention</i>	132
4.4.2.5	Pengaruh <i>Job Satisfaction</i> terhadap <i>Turnover Intention</i>	132
4.4.2.6	Pengaruh WLB, EE, dan JS terhadap TI	133
4.4.2.7	Pengaruh WLB terhadap TI melalui EE.....	134
4.4.2.8	Pengaruh WLB terhadap TI Melalui JS.....	135
4.4.2.9	Pengaruh WLB terhadap TI Melalui EE dan JS	135
BAB V TEMUAN PENELITIAN DAN PEMBAHASAN.....		137
5.1	Simpulan	137
5.2	Rekomendasi.....	138
DAFTAR PUSTAKA		139
LAMPIRAN 1: KUESIONER.....		143
LAMPIRAN 2: RESPONDEN		148
LAMPIRAN 3: OUTPUT SPSS.....		203

DAFTAR GAMBAR

Gambar 1.1 Job Market Confidence Increased in Q2 2021	2
Gambar 1.2 <i>Turnover</i> pada Generasi Y	3
Gambar 1.3 <i>Turnover</i> RS Immanuel (2017-2021)	5
Gambar 1.4 <i>Turnover Intention Rate</i>	6
Gambar 1.5 <i>Turnover Intention</i> Berdasarkan Generasi	6
Gambar 1.6 Alasan <i>Turnover Intention</i>	7
Gambar 1.7 <i>Turnover Intention</i> Berdasarkan Bagian	9
Gambar 2.1 Kerangka Pemikiran	53
Gambar 2.2 Paradigma Penelitian	54
Gambar 3.1 Model Analisis Jalur	70
Gambar 4.1 Logo RS Immanuel	77
Gambar 4.2 Struktur Organisasi RS Immanuel Bandung	78
Gambar 4.3 Jenis Kelamin Responden Instalasi Farmasi	79
Gambar 4.4 Jenis Kelamin Responden Instalasi Laboratorium	80
Gambar 4.5 Jenis Kelamin Responden Instalasi Nutrisi Klinik	81
Gambar 4.6 Jenis Kelamin Responden Radiologi	82
Gambar 4.7 Jenis Kelamin Responden Instalasi Rehabilitasi Medik	82
Gambar 4.8 Jenis Kelamin Responden Rekam Medik	83
Gambar 4.9 Jenis Kelamin Penunjang Medis RS Immanuel	84
Gambar 4.10 Pendidikan Responden Instalasi Farmasi	85
Gambar 4.11 Pendidikan Responden Instalasi Laboratorium	85
Gambar 4.12 Pendidikan Responden Instalasi Nutrisi Klinik	86
Gambar 4.13 Pendidikan Responden Radiologi	87
Gambar 4.14 Pendidikan Responden Instalasi Rehabilitasi Medik	88
Gambar 4.15 Pendidikan Responden Rekam Medik	89
Gambar 4.16 Pendidikan Responden Penunjang Medis	90
Gambar 4.17 Lama Bekerja Responden Instalasi Farmasi	91
Gambar 4.18 Lama Bekerja Responden Instalasi Laboratorium	91

Shintia Permata, 2022

MODEL TURNOVER INTENTION BERBASIS WORK-LIFE BALANCE MELALUI EMPLOYEE ENGAGEMENT DAN JOB SATISFACTION (FOKUS PADA KARYAWAN GENERASI Y PENUNJANG MEDIS DI RS IMMANUEL BANDUNG)

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Gambar 4.19 Lama Bekerja Responden Instalasi Nutrisi Klinik.....	92
Gambar 4.20 Lama Bekerja Responden Radiologi.....	93
Gambar 4.21 Lama Bekerja Responden Instalasi Rehabilitasi Medik.....	94
Gambar 4.22 Lama Bekerja Responden Rekam Medik.....	95
Gambar 4.23 Lama Bekerja Responden Penunjang Medis.....	96
Gambar 4.24 Garis Kontinum <i>Work-life Balance</i>	97
Gambar 4.25 Garis Kontinum <i>Employee Engagement</i>	99
Gambar 4.26 Garis Kontinum <i>Job Satisfaction</i>	101
Gambar 4.27 Garis Kontinum <i>Turnover Intention</i>	102
Gambar 4.28 Hasil Uji Heteroskedastisitas	105
Gambar 4.29 Diagram Konseptual Sub Struktur 1	106
Gambar 4.30 Diagram Konseptual Sub Struktur 2	109
Gambar 4.31 Diagram Konseptual Sub Struktur 3	112
Gambar 4.32 Diagram Konseptual Sub Struktur 4	116
Gambar 4.33 Model Analisis Jalur 1	117
Gambar 4.34 Diagram Konseptual Sub Struktur 5	120
Gambar 4.35 Model Analisis Jalur 2	121
Gambar 4.36 Diagram Konseptual Sub Struktur 6	124
Gambar 4.37 Model Analisis Jalur 3	125
Gambar 4.38 Diagram Konseptual Sub Struktur 5	120

DAFTAR TABEL

Tabel 2.1 Penelitian Terdahulu	44
Tabel 3.1 Operasional Variabel <i>Turnover Intention</i> (Y).....	57
Tabel 3.2 Operasional Variabel <i>Employee Engagement</i> (M1).....	58
Tabel 3.3 Operasional Variabel <i>Job Satisfaction</i> (M2).....	59
Tabel 3.4 Operasional Variabel <i>Work-life Balance</i> (X).....	60
Tabel 3.5 Jumlah Populasi	61
Tabel 3.6 Jumlah Sampel	62
Tabel 3.7 Hasil Uji Validitas Variabel <i>Work-life Balance</i>	64
Tabel 3.8 Hasil Uji Validitas Variabel <i>Employee Engagement</i>	65
Tabel 3.9 Hasil Uji Validitas Variabel <i>Job Satisfaction</i>	65
Tabel 3.10 Hasil Uji Validitas Variabel <i>Turnover Intention</i>	66
Table 3.11 Hasil Uji Reliabilitas	67
Tabel 3.12 Interpretasi Nilai Koefisien Korelasi	73
Tabel 4.1 Tanggapan Responden Mengenai Variabel <i>Work-life Balance</i>	97
Tabel 4.2 Tanggapan Responden Mengenai Variabel <i>Employee Engagement</i>	98
Tabel 4.3 Tanggapan Responden Mengenai Variabel <i>Job Satisfaction</i>	100
Tabel 4.4 Tanggapan Responden Mengenai Variabel <i>Turnover Intention</i>	101
Tabel 4.5 Hasil Uji Normalitas	103
Tabel 4.6 Hasil Uji Multikolinieritas	105
Tabel 4.7 Koefisien X terhadap M1	106
Tabel 4.8 Koefisien Determinasi X terhadap M1	108
Tabel 4.9 Koefisien X terhadap M2	109
Tabel 4.10 Koefisien Determinasi X terhadap M2	110
Tabel 4.11 Koefisien X, M1 dan M2 terhadap Y.....	112
Tabel 4.12 Hasil Uji Hipotesis (Uji F) X, M1, M2 terhadap Y	114
Tabel 4.13 Koefisien Determinasi X, M1, M2 terhadap Y	115

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