

The Effect of Work Life Balance and Work Discipline on Turnover Intention Through Job Satisfaction (In Indomaret Employees in Barito Kuala District)

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Abstract

This research is a quantitative study with the aim of knowing the effect of work-life balance and work discipline on turnover intention through partial and simultaneous job satisfaction. In addition, this researcher also wants to know which value is the most dominant to influence the level of employee turnover intention. The population of this study was employees at 8 Indomaret stores in Barito Kuala Regency, totaling 62 people. The samples taken in this study were 40 respondents, who were selected by cluster random sampling method. Multiple linear regression was used to analyze the data. Data collection was carried out by distributing questionnaires online. The program was used to analyze the data in SPSS. This study shows that work-life balance and work discipline affect turnover intention through partial and simultaneous job satisfaction.

Keywords: work-life balance, work discipline, turnover intention, job satisfaction

INTRODUCTION

Manpower is one of the most important resources for a company so manpower management in a company must be considered. According to Risza (2022: 63) turnover intention is a serious problem for companies, because many employees who leave the company will cause employee turnover, especially these experienced employees. The problem of turnover intention has a negative impact on a company because this can show the stability of employees, the more frequent turnover occurs, the more unstable an organization can be said.

An employee who is satisfied with his job will have a positive effect on the organization such as having high performance and being loyal to the organization. Conversely, employees who have low satisfaction (dissatisfied) will create turnover (Shabrina & Ratnaningsih in Saras, 2020:15). When an employee achieves satisfaction at work, he will work optimally and vice versa when an employee at work does not achieve satisfaction, then the work done will not be optimal. This can be seen in the behavior of employees, such as being late for work, violating obligations, etc. (Sihombing, in Saras, 2020:15). Hidayat, Kambara, and Lutfi (in Ignatius and Widya, 2022: 1016), job satisfaction is an attitude that is generally shown by a person towards his work.

Rumusan Masalah

1. Does work-life balance have a significant effect on the job satisfaction of Indomaret employees in Barito Kuala Regency?
2. Does the work-life balance have a significant effect on the turnover intention of Indomaret employees in Barito Kuala Regency?
3. Does work discipline have a significant effect on the job satisfaction of Indomaret employees in Barito Kuala Regency?
4. Does work discipline have a significant effect on the turnover intention of Indomaret employees in Barito Kuala Regency?
5. Do work-life balance and work discipline have a significant effect on turnover intention through job satisfaction of Indomaret employees in Barito Kuala Regency?

LITERATURE REVIEW

1. Work-Life Balance

Naithani (in Nadesan and Thampoe 2018: 11) says that companies that ignore problems related to employee work-life balance will end up with lower productivity and in the end employees will find it difficult to improve their performance. McDonald and Bradley (in Nur Hidayah, 2021: 5) explain that the indicators of work-life balance are time balance, involvement balance, and satisfaction balance.

2. Work Discipline

Hasibuan (in Esty, 2021: 23) states that employee work discipline is very important in the operative function of human resource management, because the better the employee work discipline, the higher the work performance that can be achieved. The work discipline indicators used to measure work discipline in this study take indicator theory according to Hasibuan (2017: 115), namely attitudes, norms, and responsibilities.

3. Turnover Intention

Mobley (in Febriola, 2021: 46) states that: "Turnover intention is the result of an individual's evaluation of the continuation of his relationship with the company where he works but has not been realized in concrete action." Furthermore, Mobley, an expert in employee turnover issues, provides a limit on turnover as the individual terms of a member of an organization are concerned. In addition, this research also takes the theory from Dyah & Herison (2019: 11) which states that work-life balance can reduce burnout that occurs in employees, the higher the work-life balance of employees, the lower the possibility of employee burnout. Conversely, the lower the work-life balance, the higher the employee burnout. Mobley (in Febriola, 2021: 46) suggests, there are three indicators used to measure turnover intention, namely thoughts of quitting (Thoughts of Quitting), intention to leave (Intention to Quit), and desire to find another job (Intention To Search For Another Job).

4. Job satisfaction

Robbins and Judge (in Nur Hidayah, 2021:11) provide an opinion about job satisfaction, which is one of the positive attitudes of employees towards work that is obtained from an assessment of its uniqueness. Robbins and Judge (in Nur Hidayah, 2021:12) job satisfaction obtained parameters or measurements as

follows: 1) The work itself, 2) Opportunities for salary (pay), 3) Opportunities for promotion 4) Satisfaction with supervision (supervision), and 5) Satisfaction with co-workers.

RESEARCH METHODS

Location and Research Object

The shops that were used as research locations this time are as follows: 1) Indomaret Trans KM 16, Sungai Lumbah, Kec. Alalak. 2) Indomaret Trans KM 26, Jl Ahmad Yani, Anjir Pasar Kota, Kec Anjir Pasar. 3) Indomaret Trans KM 7, Handil Bakti, Kec. Alalak. 4) Indomaret Trans KM 8, Handil Bakti, Kec. Alalak. 5) Indomaret Sungai Gampa, Sungai Bamban, Kec. Rantau Badauh. 6) Indomaret Trans KM 19, Jl. Trans Kalimantan No.13-16, Anjir Muara Kota, Kec. Anjir Muara. 7) Indomaret Griya Permata, Jl. Wira Bakti, Handil Bakti, Kec. Alalak. 8) Indomaret Batola Residen, Sungai Lumbah, Kec. Alalak.

Population and Sample

In this study, the population used was Indomaret employees in Barito Kuala Regency, totaling 62 people, they were spread over 8 different shops. The sample in the study was taken based on the Slovin method, namely a total of 40 respondents. Anjir Pasar and Anjir Muara sub-districts every 5 people and Rantau Badauh sub-district 7 people.

RESULTS AND DISCUSSION

1. Instrument Validity Test

The validity test according to toRussiadi (in Putri 2020: 53) is a measure that shows that the variable being measured is the variable that the researcher wants to examine. So the validity test is used to measure the validity or validity of a questionnaire. Valid means that the instrument used can measure what is to be measured.

1.1 Validity of Work-Life Balance (X_1)

The results of the validity test of the work life balance instrument can be seen in the following table.

Table 1
Work-Life Balance Variable Validity Test Results

Variable	Item	Validity			
		r count	direction	r table	Information
Work-Life Balance (X_1)	P1	0,474	>	0,4438	Valid
	P2	0,578	>	0,4438	Valid
	P3	0,665	>	0,4438	Valid
	P4	0,453	>	0,4438	Valid
	P5	0,74	>	0,4438	Valid
	P6	0,577	>	0,4438	Valid

Source: Data processed in 2022.

Based on the table of validity testing results shown in the table above, it can be concluded that of the 6 item statements that have valid criteria 6 items and no statement items are invalid. Of the 6 valid statement items, P1, P2, P3, P4, P5 and P6 are declared valid because they correlate significantly with the score table which is shown by the correlation index value of the work life balance variable.

Where an item is declared valid if the correlation coefficient is greater than 0.4438.

1.2 Work Discipline Validity (X_2)

The results of the validity test of the work discipline instrument can be seen in the following table.

Table 2
Results of the Validity Test of Work Discipline Research Variables

Variable	Item	Validity			
		r count	Direction	r table	Information
Work Discipline (X_2)	P7	0,889	>	0,4438	Valid
	P8	0,741	>	0,4438	Valid
	P9	0,747	>	0,4438	Valid
	P10	0,721	>	0,4438	Valid
	P11	0,840	>	0,4438	Valid
	P12	0,671	>	0,4438	Valid

Source: Data processed in 2022.

Based on the table of validity testing results shown in the table above, it can be concluded that of the 6 item statements that have valid criteria 6 items and no statement items are invalid. Of the 6 valid statement items, P7, P8, P9, P10, P11 and P12 were declared valid because they correlated significantly with the score table as shown by the work discipline correlation index value. Where an item is declared valid if the correlation coefficient is greater than 0.4438.

1.3 Turnover Intention (Z)

The results of the validity test of the turnover intention instrument can be seen in the following table.

Table 3
Results of the Validity Test of Turnover Intention Research Variables

Variable	Item	Validity			
		r count	Information	r table	information
Turnover Intention (Z)	P13	0,852	>	0,4438	Valid
	P14	0,833	>	0,4438	Valid
	P15	0,535	>	0,4438	Valid
	P16	0,614	>	0,4438	Valid
	P17	0,819	>	0,4438	Valid
	P18	0,722	>	0,4438	Valid

Source: Data processed in 2022.

Based on the table above, it can be concluded that of the 6 item statements that have valid criteria, 6 items and no statement items are invalid. Of the 6 valid statement items, P13, P14, P15, P16, P17, and P18 are declared valid because they correlate significantly with the score table which is shown by the correlation index value of the turnover intention variable. Where an item is declared valid if the correlation coefficient is greater than 0.4438.

1.4 Job Satisfaction (Y)

The results of the validity test of the job satisfaction instrument can be seen in the following table.

Table 4
Results of the Validity Test of Job Satisfaction Research Variables

Variable	Item	Validitas			
		r count	direction	r table	information
Work Satisfaction (Y)	P19	0,897	>	0,4438	Valid
	P20	0,711	>	0,4438	Valid
	P21	0,853	>	0,4438	Valid
	P22	0,789	>	0,4438	Valid
	P23	0,569	>	0,4438	Valid
	P24	0,545	>	0,4438	Valid
	P25	0,799	>	0,4438	Valid
	P26	0,847	>	0,4438	Valid
	P27	0,822	>	0,4438	Valid
	P28	0,827	>	0,4438	Valid

Source: Data processed in 2022.

Based on the table of validity testing results shown in the table above, it can be concluded that of the 10 statement items that have valid criteria, 10 items, and no statement items are invalid. Of the 10 valid statement items, P19, P20, P21, P22, P23, P24, P25, P26, P27, and P28 are declared valid because they correlate significantly with the score table which is shown by the correlation index value of employee performance variables. Where an item is declared valid if the correlation coefficient is greater than 0.4438.

2. Instrument Reliability Test

A reliability test is a tool for measuring a questionnaire which is an indicator of a variable or constructs. A questionnaire can be said to be reliable or reliable if the respondents' answers to the statements in the questionnaire are consistent or stable from time to time. To measure reliability, namely the Cronbach's Alpha statistical test. A variable is said to be reliable if it gives Cronbach's Alpha > 0.60. for details can be seen in the table below:

Table 5
Hasil Uji ReReliability Test Resultsliabilitas

Variable	Cronbach's Alpha	Reliability
Work Life Balance (X1)	0,699	Reliabel
Work Discipline (X2)	0,861	Reliabel
Turnover Intention (Y)	0,905	Reliabel
Work Satisfaction (Z)	0,794	Reliabel

Source: Data processed in 2022.

From the results of the reliability test on the distributed questionnaires, the result is that all factors or items are reliable because they have a Cronbach's Alpha greater than 0.60.

3. Classic Assumption Test

In this study researchers will carry out 4 tests, namely the normality test, autocorrelation test, heteroscedasticity test, and multicollinearity test.

3.1 Normality Test

The normality test aims to test whether, in the regression model, the confounding or residual variables have a normal distribution. As it is known that the t test and f test assume that the residual value follows a normal distribution or not by graphical analysis and statistical tests. A study is declared normally distributed if the residuals move along with the normal curve.

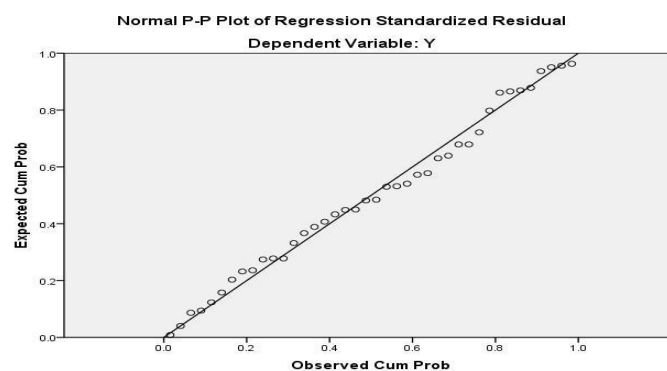


Figure 4.2 : Graph of Normality Test

Source: Data processed in 2022.

It can be seen that the data spreads around the diagonal line and follows the diagonal line, so the regression model is normally distributed and meets the normality assumption.

3.2 Auto Korelation

The autocorrelation test aims to test whether in the linear regression model there is a correlation between the confounding errors in period t and the confounding errors in the t-1 (previous) period. If there is a correlation, then it is called an autocorrelation problem. To detect autocorrelation, statistical tests can be carried out through the Durbin-Watson test (DW test).

The results of the Durbin-Watson test (WD test) in this study can be seen in the table below:

Table 6
Autocorrelation Test Results
Model Summary

Model	dU Tabel	dU hitung	4-dU	Ket
2	1,6	1,727	2,4	dUtabel < dhitung < 4-dU

Source: Data processed in 2022.

From the table above it can be seen that the Durbin-Watson value is 1.727. If $dU < d < 4-dU$ then the null hypothesis is accepted, meaning that there is no autocorrelation with the result that is $dU 1.6 < d 1.727 < 4-dU 2.4$.

3.3 Heteroscedasticity Test

The Heteroscedasticity test it is used to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance from other observations remains the same, then it is called homoscedasticity, whereas if the variance differs from one observation to another it is called heteroscedasticity. To find out whether there is a symptom of heteroscedasticity by looking at whether there is a certain pattern on the scatter plot graph.

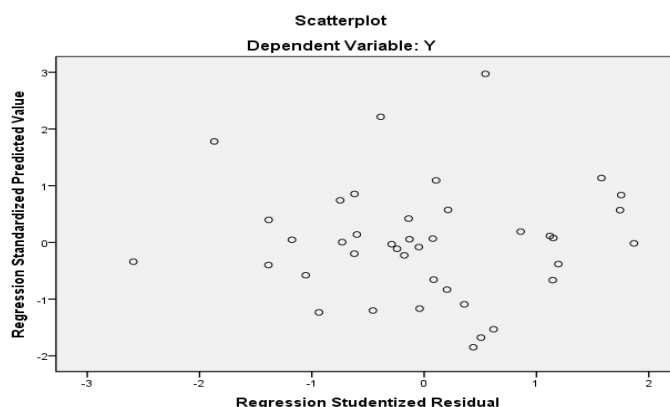


Figure 4.3 : Scatterplot Graph of Heteroscedasticity Test

Source: Data processed in 2022.

From the picture above, it can be concluded that the multiple regression model in this study is free from heteroscedasticity and is suitable for use in research because the data points do not collect only above or below and the distribution of data points cannot form a certain pattern.

3.4 Multicollinearity Test

Research testing to know whether or not there is a correlation between independent or independent variables and with a perfect or high-level correlation using the Variance Inflation Factor (VIF) test technique.

Table 4.14

Multicollinearity Test Results

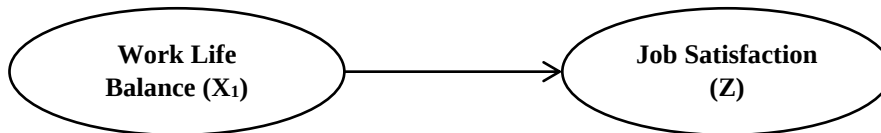
Mode	Unstandardized Coefficients		Standardized Coefficients		Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta	t		Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	10.508	5.944		1.768	.086					
X1	.619	.271	.401	2.289	.028	.350	.356	.327	.663	1.509
X2	.376	.298	.233	1.262	.215	.237	.206	.180	.599	1.668
Z	-.361	.136	-.443	-2.645	.012	-.162	-.403	-.377	.727	1.376

Source: Data processed in 2022.

From the table of multicollinearity test results above, it can be seen that the VIF value (Variance inflation factor) of variable X1 is 1.509, the VIF value of variable X2 is 1.668 and the VIF value of variable Z is 1.376. So it can be concluded that mukticollinearity does not occur in all variables because the VIF value <10.

4. Simple Linear Regression Analysis

4.1 Work life balance (X_1) on job satisfaction (Z)



$$Z = \alpha + \beta X_1 + e_i$$

$$Z = 19,342 + 0,778 + e_i$$

$$T_{\text{count}} = 2,775$$

$$t_{\text{table}} = 1,68595$$

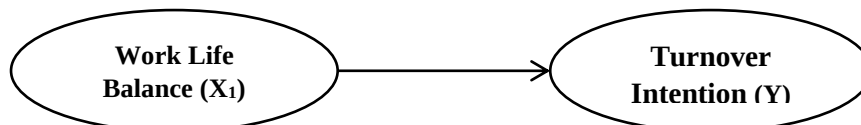
$$\text{Sig.} = 0,009$$

$$R = 0,410$$

$$R^2 = 0,168$$

Based on the results of the constellation and regression analysis above, it is known that the constant value is 19.342. The regression coefficient X_1 (work-life balance) is 0.778 from all the factors studied. It can be concluded that the work-life balance variable influences job satisfaction. This states that the better the level of work-life balance, the higher the level of job satisfaction. It can also be seen that the R-value for work-life balance 0.410 or 41% is a correlation coefficient that indicates the level of relationship between the work-life balance variable and job satisfaction, and the remaining 59% is influenced by other factors.

4.2 Work life balance (X_1) on turnover intention (Y)



$$Y = \alpha + \beta X_1 + e_i$$

$$Y = 8,198 + 0,540 + e_i$$

$$T_{\text{count}} = 2,302$$

$$t_{\text{table}} = 1,68595$$

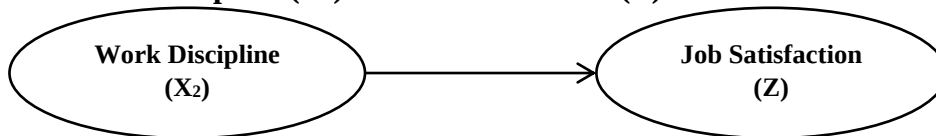
$$\text{Sig.} = 0,027$$

$$R = 0,350$$

$$R^2 = 0,122$$

Based on the results of the constellation and regression analysis above, it is known that the constant value is 8.198. The regression coefficient X_1 (work-life balance) is 0.540 for all the factors studied. So it can be concluded that the work-life balance variable influences turnover intention (Y). It can also be seen that the R work-life balance value of 0.350 or 35% is a correlation coefficient that indicates the level of relationship between the work-life balance variable and turnover intention.

4.3 Work Discipline (X₁) on Job Satisfaction (Z)



$$Z = \alpha + \beta X_1 + e_i$$

$$Z = 12,270 + 0,989 + e_i$$

$$T_{\text{count}} = 3,540$$

$$t_{\text{table}} = 1,68595$$

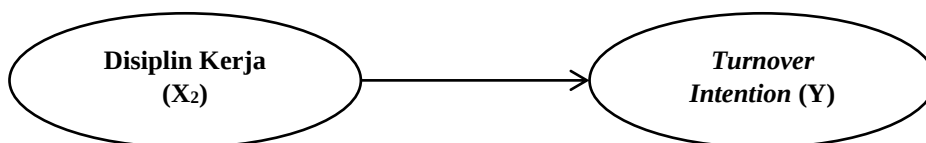
$$\text{Sig.} = 0,001$$

$$R = 0,498$$

$$R^2 = 0,248$$

Based on the results of the constellation and regression analysis above, it is known that the constant value is 12.270. The regression coefficient X2 (work discipline) is 0.989 for all the factors studied. So it can be concluded that the work discipline variable influences job satisfaction. This states that the better the level of work discipline, the higher job satisfaction will be. It can also be seen that the R value of work discipline 0.498 or 49.8% is a correlation coefficient that indicates the level of relationship between work discipline variables on job satisfaction.

4.4 Work Discipline (X₂) on Turnover Intention (Y)



$$Y = \alpha + \beta X_2 + e_i$$

$$Y = 10,422 + 0,383 + e_i$$

$$T_{\text{count}} = 2,504$$

$$t_{\text{table}} = 1,68595$$

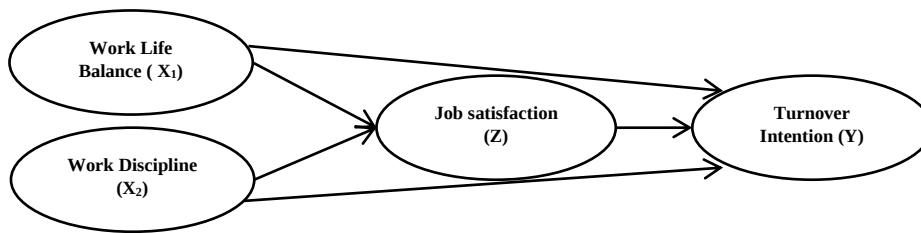
$$\text{Sig.} = 0,141$$

$$R = 0,237$$

$$R^2 = 0,056$$

Based on the results of the constellation and regression analysis above, it is known that the constant value is 10.422. The regression coefficient X2 (Work Discipline) is 0.383 for all the factors studied. So it can be concluded that the work discipline variable influences turnover intention. It can also be seen that the R value of Work Discipline 0.237 or 23.7% is a correlation coefficient that indicates the level of relationship between work discipline variables and turnover intention.

4.5 Work life balance (X_1) and discipline towards turnover intention (Y) through job satisfaction (Z).



$$Y = \alpha + \beta X_1 + \beta X_2 + Z + e_i$$

$$Y = 10,508 + 0,619 + 0,376 + (-0,361) + e_i$$

$$F_{\text{count}} = 4,375$$

$$f_{\text{table}} = 4,098$$

$$\text{Sig.} = 0,010$$

$$R = 0,517$$

$$R^2 = 0,267$$

Based on the results of the constellation and regression analysis above, it is known that the constant value is 10.508; The regression coefficient X_1 (work life balance) is 0.619; The regression coefficient X_2 (work discipline) is 0.376; The regression coefficient Z (job satisfaction) is -0.361; of all the factors studied. So it can be concluded that the variable work life balance and work discipline have a positive relationship with turnover intention. Meanwhile, job satisfaction has a negative relationship with turnover intention.

5. Hypothesis Test

The results of the significance test values can be seen in the table below, the t test is used to calculate the significance of the effect partially or from each variable. The f test also shows whether all the independent variables included in the model jointly affect the dependent variable.

Tabel 4.15
Hypothesis Test Result

Variable	t_{count}	t_{table}	Information
$X_1 \rightarrow Z$	2,775	1,685	Sig
$X_1 \rightarrow Y$	2,302	1,685	Sig
$X_2 \rightarrow Z$	3,540	1,685	Sig
$X_2 \rightarrow Y$	2,504	1,685	Sig
Variable	t_{count}	f_{table}	Information
$X_1, X_2 \rightarrow Y \rightarrow Z$	4,375	4,098	Sig

Source: Data processed in 2022

Based on the table above it can be concluded that:

H_1 : Work-Life Balance has a significant effect on Job Satisfaction, the variable Work-Life Balance (X_1) t_{count} of 2.775 is greater than the t_{table} of 1.685. Then H_1 is accepted and H_0 is rejected. This means that Work-Life Balance has a significant effect on Job Satisfaction at Indomaret Stores in Barito Kuala Regency.

- H₂: Work-Life balance has a significant effect on turnover intention, the variable work-life balance (x_1) t_{count} of 2.302 is greater than the t_{table} of 1.685. then h_2 is accepted and h_0 is rejected. this means that work-life balance has a significant effect on turnover intention at Indomaret Stores in Barito Kuala Regency.
- H₃: Work discipline has a significant effect on job satisfaction, the variable work discipline (x_2) t_{count} of 3.540 is greater than the t_{table} of 1.685. then h_3 is accepted and h_0 is rejected. this means that work discipline has a significant effect on job satisfaction at Indomaret Stores in Barito Kuala Regency.
- H₄: Work discipline has a significant effect on turnover intention, the variable work discipline (x_2) t_{count} of 2.504 is greater than the t_{table} of 1.685. then h_4 is accepted and h_0 is rejected. this means that work discipline has a significant effect on turnover intention at indomaret stores in barito kuala regency.
- H₅: Work-life balance and work discipline have a significant effect on turnover intention through the job satisfaction variable. the f_{count} value of 4.375 is greater than the f_{table} of 4.098. then h_5 is accepted and h_0 is rejected. this means that work-life balance and work discipline have a significant effect on turnover intention through the variable job satisfaction at Indomaret Stores in Barito Kuala Regency.

6. Results and Discussion

6.1 Effect of work life balance (X_1) on job satisfaction (Z)

In this study work life balance affects job satisfaction. According to respondents, the main indicator that has the greatest influence on work life balance is involvement balance, the majority of respondents stated that their current workplace is able to influence decision making even when outside of work. For example, Indomaret employees will tend to choose Indomaret stores as a place to shop for their daily needs or just a place to stop and relax while traveling long distances.

The most influential indicators of job satisfaction in this study are work items, where the thing they highlight is where they currently work has provided opportunities to learn and channel their interests and responsibilities, this can be seen from how each employee has their own burdens and responsibilities -each such as the division of responsibility for goods and shelves to ensure that goods are not lost or expired.

6.2 Effect of work life balance (X_1) on turnover intention (Y)

In this study, it was found that work-life balance has an influence on turnover intention, according to respondents the factor that has the greatest influence on work-life balance in this study is involvement balance, the majority of respondents stated that their current workplace can influence decision making even when are out of work. For example, Indomaret employees will tend to choose Indomaret stores as a place to shop for their daily needs or just a place to stop and relax while traveling long distances.

The majority of respondents stated that they wanted to find a better job than their current job, meaning that the respondents did not think that their current job was the best job they could get. The majority of respondents also stated that they would leave their current job if there was a better opportunity. Therefore, as long as there was no other better opportunity, the majority of respondents would not leave.

6.3 Effect of work discipline (X_2) on job satisfaction (Z)

In this study, it was also found that work discipline has a positive influence on job satisfaction. This can be seen from the respondents who are always present at the workplace, meaning that they are rarely absent from the workplace by reason of illness or permission. Respondent's answers to the statement of job satisfaction variables indicate that the majority of respondents are satisfied with their current job because they feel that the current job has provided an opportunity to learn and channel their interests and responsibilities. To distribute responsibilities, especially in terms of work, all Indomaret Store employees must be present at the workplace. Therefore, the level of attendance and distribution of responsibilities must be carried out directly from the workplace. However, job satisfaction related to the statement that they had received a promotion was the lowest, this happened because the majority of respondents had worked for under 2 years, generally, in the first 1 year it was very rare for an employee to get a promotion opportunity because usually what was considered for promotion was years of service, so when there is someone who is more senior then the person concerned will be prioritized first.

6.4 Effect of work discipline (X_2) on turnover intention (Y)

In this study, it was found that work discipline has an effect on turnover intention. The level of work discipline is already high, this can be seen from the respondents who are always present at work, meaning that they are rarely absent from work due to illness or permission. Based on the analysis of the descriptions and the results of the respondents' answers, it was also found that the level of turnover intention was still high, the majority of respondents said they wanted to find a better job than their current job, meaning that the respondents did not think that their current job was the best job they could get. However, on the other hand, the level of work discipline is still high, especially attendance at work, this happens considering that the Indomaret shop has a shifting system of working hours. through mutual agreement and this will make employees reconsider not being present at work. In accordance with the answers of the respondents, the majority did not agree that it would come out in the near future. An indicator of turnover intention that is still high and should be suppressed is the statement that they want to find a better job than their current job, this can be encouraged by showing that their current job is the best job for them.

6.5 Effect of work-life balance (X_1) and work discipline (X_2) on turnover intention (Y) through job satisfaction (Z)

In this study, it was found that work-life balance and work discipline have a partial effect on turnover intention, simultaneously work-life balance and

work discipline is stated to have an effect on turnover intention through job satisfaction, but in this study, the variable job satisfaction has a negative effect on the turnover intention to Indomaret employees in the Barito Kuala district. That is, even without job satisfaction, work-life balance and work discipline will still have an effect, and when job satisfaction becomes an intermediate variable, it will further strengthen its effect on turnover intention. the influence on turnover intention partially and simultaneously through job satisfaction but the level of the turnover intention of Indomaret employees in Barito Kuala district is still high, this can be influenced by various other variables outside the variables in this study.

7. Implications

The implications of results of this study include two things, namely theoretical implications and practical implications, theoretical implications related to contributions to the development of theories about the development of human resource management science related to work-life balance, work discipline, turnover intention, and job satisfaction. Theoretical implications in research show that work-life balance has an influence on job satisfaction, work-life balance has an influence on turnover intention, work discipline has an influence on job satisfaction, work discipline has an influence on turnover intention, work-life balance and work discipline has an influence on turnover intention through job satisfaction. The results of this study are expected to be useful for Indomaret stores in Barito Kuala Regency to assist in reducing and preventing turnover intention.

CONCLUSIONS AND SUGGESTIONS

Conclusion

From the research that has been done based on the data that has been collected and the data testing that has been done, the following conclusions can be drawn:

1. Work life balance has a significant effect on job satisfaction of Indomaret employees in Barito Kuala District.
2. Work life balance has a significant effect on turnover intention of Indomaret employees in Barito Kuala Regency.
3. Work discipline has a significant effect on job satisfaction of Indomaret employees in Barito Kuala District.
4. Work discipline has a significant effect on turnover intention of Indomaret employees in Barito Kuala Regency.
5. Work life balance and work discipline have a significant effect on turnover intention through job satisfaction of Indomaret employees in Barito Kuala Regency.

Suggestion

Based on the results of research that has been done before, the researcher realizes that there are still many limitations and deficiencies in this research. But with this research, it is hoped that it can provide useful things to:

1. Indomaret shops in Barito Kuala Regency, we hope that this research can be input for making policies that pay attention to work life balance and work

discipline so that turnover intention can be reduced. Based on the questionnaire that was answered by the respondents, the majority of respondents felt that the company was able to influence decision making even outside of work, the respondents had special work discipline regarding attendance and the company had provided opportunities to channel interests and responsibilities. This must always be maintained and improved so that turnover intention can continue to be reduced, because there are still many respondents who think about leaving the company if there is a better opportunity.

2. For future researchers, it is hoped that in the future it can be used as a source of data and a reference for further research based on more complete and broader information and can also be used as reference material or reference for the next generation in conducting future research.
3. Future research is also expected to be able to use other variables that can also affect customer loyalty and customer satisfaction that researchers use.

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