

ABSTRACT

“One of the challenges faced by organizations is the high level of employee turnover intention, which can lead to financial costs and reduced productivity. This phenomenon also occurs among female employees at Bank Mandiri, Pemuda Area Semarang, who experience dual roles between work and personal life. Work–Life Balance is an important factor in helping employees manage these roles, while Employee Engagement plays a role in fostering employees’ attachment and motivation toward their work. This study aims to analyze the effect of Work–Life Balance on Turnover Intention with Employee Engagement as an intervening variable, focusing on female employees of Bank Mandiri, Pemuda Area Semarang. This research uses a quantitative approach with a questionnaire method involving 100 respondents, all of whom are permanent employees at Bank Mandiri, Pemuda Area Semarang. The study applies a causal research model. The data analysis technique used in this study is Structural Equation Modeling (SEM). Data analysis was conducted using SmartPLS 4.0, including validity testing, reliability testing, R-square analysis, and path analysis. The results of this study indicate that the indirect effect of Work–Life Balance on Turnover Intention through Employee Engagement has a negative influence, as shown by a negative path coefficient of -0.157 and a t -statistic value of 3.167 , which is greater than the t -table value of 1.96 , and a p -value of 0.00 , which is less than the significance level of 5% . The implications of this study emphasize the importance for Bank Mandiri, Pemuda Area Semarang, to manage the workload of female employees realistically, optimize the role of supervisors through coaching and emotional support, and create a work climate that encourages collaboration and appreciation, in order to increase employee engagement and reduce turnover intention.”

Keyword : Work Life Balance, Employee Engagement, Turnover Intention

