

## The Effect of Career Path and Worklife Balance on Intention to Resign with Gratitude as an Intervening Variable

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### ABSTRACT

Research Objectives are analyze the effect of career path on resignation intention, analyze the effect of career path on gratitude, analyze the effect of work balance on resignation intention; analyze whether work balance affects gratitude, analyze the effect of gratitude on resignation intention. analyze the effect of career path on resignation intention through gratitude. Analyzing the effect of work balance on resignation intention through gratitude. Research Method is quantitative approach using Likert Scale. Data collection carried out through survey techniques questionnaire with a random sampling sample as much as 114 respondents. The results showed that career path has a significant effect on resignation intention. Career path has a significant effect on intention to resign. gratitude has a significant effect on resignation intention, career path has a significant effect on gratitude, work balance has a significant effect on gratitude, career path mediated by gratitude has a significant effect on resignation intention. Work balance mediated by gratitude has a significant effect on resignation intention

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## INTRODUCTION

The need for human resources in a company will follow the growth and development of the company's business. However, it is not only the need for the number of human resources that is needed, to be able to keep the business running well, growing with the desired acceleration, it is also necessary for human resources to survive and want to grow with the company. Maintaining human resources who survive and want to grow together is not an easy thing, especially at this time. Even though the process can make it easier for companies to make better business planning in terms of determining targets and developing business strategies and employee development strategies. Talking about the resignation rate is inseparable from discussing the intention to resign or the employee's intention to resign from work.

Turnover intention is the desire of employees to resign from the company for various reasons, including to get a better job or position or according to their passion. One form of employee behavior is the desire of employees to leave or change jobs (turnover intention) which ends in the employee's decision to leave his job. The decision to change jobs is usually an option for employees if their working conditions are not as expected or want to learn new things elsewhere. The existence of turnover intention not only eliminates the company's talent, but also hampers the smooth running of the company's business. Factors that influence turnover intention come from internal and external to the company. This condition causes a company to lack human resources to run its business and even causes a decrease and slowing down of the company's productivity, and instability that will have an impact on the company's work processes and quality.

The causes of turnover intention must be properly identified so that companies can implement strategies to reduce turnover rates and minimize the adverse effects of turnover intention from a number of employees (Masita, 2021). Maintaining human resources that survive and grow together turns out to be not an easy thing, especially nowadays. The process can make it easier for companies to make better business planning in terms of targeting and developing business strategies and employee development strategies. When a company recruits a new employee, from the selection process to the active employee requires no small cost. Not to mention when the transfer of knowledge and learning process starts when employees start to work actively, there are also costs that cannot be measured in money. Thus, the company will be more willing and comfortable to have employees who are willing and able to last long in the company. The company's ability to keep its best employees will have a good impact on the company.

One of the reasons employees want to leave the company or resign is burnout or work stress. Research states that reducing burnout has an impact on reducing the potential for employees to resign (Ohue, takahasi dkk, 2011). The high rate of resignation will make it difficult for the company to its goals and implement the strategies it has formulated. Because when there's a high rate of resignation, then the company usually has to slow down the pace of its business because it has to re-train new employees to replace resigned employees. When

this happens continuously, it can be said that the company becomes difficult to move forward or accelerate its growth.

The very high rate of resignation and intention to resign, accompanied by the difficulty of meeting new employees, is a serious problem because it affects the achievement of the company's goals and strategies. As is well known, Human Resource Management functions include selection and recruitment, employee placement, maintenance and development until the employee stops working at the company. With the high rate of resignation and intention to resign, it becomes a homework for companies to make strategies and policies related to human resources and setting business targets. Managing corporate talent and retaining the best and brightest is becoming more difficult today than it was in the past. In the past, companies paid primary attention to predicting who would retire or be fired from the company, little to who should get a warning. The ease of switching jobs or quit is a major concern for companies and human resource managers. Companies must now think of strategies to retain employees from generations Y and Z because replacing an employee is very expensive. To be able to determine the right strategy and policy, of course, we must first find out what causes generation Y and Generation Z to resign so easily or the desire to resign is high.

From the source [Manajemenbank.com](http://Manajemenbank.com), some of the causes of employee resignation include: annoying leaders, insufficient salary, non-conducive work atmosphere, career not developing, getting offers from other companies, boredom, want to try new challenges, want to continue education, new policies, work-life balance and want entrepreneurship and independent work. But seeing how fast generation Y and Z, it seems necessary to look back at what exactly is the cause and reason they resign or have a desire to resign immediately.

William Arthur Ward, in the book *Gratitude Plan*, says, "Grace can turn ordinary days into thanksgiving, routine work into joy, and ordinary opportunity into blessing." Gratitude is a unique quality of being fully grateful for what you have, as well as always ready to appreciate and help others. Gratitude is one of the main keys to a happy and prosperous life. Because when you show gratitude for what you have, you're satisfied with your life and positive about everything it offers.

Gratitude, Salam, M.R.T.A., Aulia., & Sari, (2020), *Gratitude in Organizational Context*, *Journal of Diversity*, 6 (1):77-86, As a condition defined as a subjective feeling associated with admiration, gratitude and appreciation for something the individual receives. In an organizational context, the application of gratitude makes employees pay close attention to the benefits and pleasant aspects of their work, which will reduce the employee's desire to leave and choose to remain in the organization.

Tahun Aktif	Jumlah Karyawan Yang Direkrut berdasarkan Tahun	dibawah 1 bulan		1-3 bulan				> 2 tahun								> 3 tahun		Jumlah Kary Resign per tahun Rekrut	% Perbandingan Jumlah Kary Resign / Total Kary Yg Direkrut per tahun Rekrut
		Jumlah (orang)	%	Jumlah (orang)	%	Jumlah (orang)	%	Jumlah (orang)	%	Jumlah (orang)	%	Jumlah (orang)	%	Jumlah (orang)	%	Jumlah (orang)	%		
2015	21	0	0,00%	0	0,00%	2	9,52%	1	4,76%	4	19,05%	7	33,33%	2	9,52%	0	0,00%	16	76,19%
2016	3.658	28	0,77%	317	8,67%	311	8,50%	314	8,58%	399	10,91%	697	19,05%	134	3,66%	23	0,63%	2.223	60,77%
2017	14.841	77	0,52%	2.183	14,71%	2.013	13,56%	1.491	10,05%	1.161	7,82%	2.511	16,92%	512	3,45%	139	0,94%	10.087	67,97%
2018	18.354	153	0,83%	3.906	21,28%	2.582	14,07%	1.856	10,11%	1.257	6,85%	2.651	14,44%	723	3,94%	273	1,49%	13.401	73,01%
2019	25.778	346	1,34%	7.747	30,05%	3.306	12,82%	1.703	6,61%	1.098	4,26%	3.112	12,07%	1.436	5,57%	339	1,32%	19.087	74,04%
2020	27.651	1.030	3,73%	8.235	29,78%	3.140	11,36%	1.803	6,52%	1.510	5,46%	4.362	15,78%	1.216	4,40%	25	0,09%	21.321	77,11%
2021	38.023	1.742	4,58%	14.287	37,57%	4.257	11,20%	2.483	6,53%	1.858	4,89%	3.816	10,04%	81	0,21%	0	0,00%	28.524	75,02%
2022	51.892	2.039	3,93%	22.556	43,47%	4.845	9,34%	1.456	2,81%	465	0,90%	143	0,28%	0	0,00%	0	0,00%	31.504	56,78%
2023	12.201	354	2,90%	2.457	20,14%	51	0,42%	0	0,00%	0	0,00%	0	0,00%	0	0,00%	0	0,00%	2.862	23,46%
<b>TOTAL</b>	<b>192.419</b>	<b>5.769</b>	<b>3,00%</b>	<b>61.688</b>	<b>32,06%</b>	<b>20.507</b>	<b>10,66%</b>	<b>11.107</b>	<b>5,77%</b>	<b>7.752</b>	<b>4,03%</b>	<b>17.299</b>	<b>8,99%</b>	<b>4.104</b>	<b>2,13%</b>	<b>799</b>	<b>0,42%</b>	<b>129.025</b>	<b>67,05%</b>

Figure 1. Employee Resign Data Table Based on Length of Service 2015-2023

It can be seen that employees resigning with a tenure of up to 3 months reached an average since 2015 of 32%, followed by resignations with a tenure of 3 to 6 months. From the length of time they have worked and then resigned, it seems that the reasons for resignation mentioned above need to be looked at again, because for employees with a tenure of less than 6 months, it is certainly not right if the reason is that their career is not developing, or other reasons that require them to work longer to be able to see their performance. Because when talking about careers, it requires going through several processes and stages of performance assessment.

#### Research Objectives

1. Analyze the influence of Career Path on Intention to Resign
2. Analyze the influence of Career Path on Gratitude
3. Analyze the influence of Worklife Balance on Intention to Resign
4. Analyze whether work-life balance has an effect on gratitude.
5. Analyze Gratitude influence on Intention to Resign
6. Analyze the influence of Career Path on Intention to Resign through Gratitude
7. Analyze Worklife Balance influence on Intention to Resign through Gratitude

#### LITERATURE REVIEW

Armstrong, in his book *Armstrong's Handbook of Strategic Human Resource Management* explains several things related to human resource management strategies which include starting from philosophy, workforce planning, determining people, performance strategies, talent strategies, overall welfare strategies. Workforce planning, talks about assessing the future needs of the organization and taking on the number and type of people needed. Developing an employee value needs analysis of the employee experience.

preparing plans are about action to take for finding someone from inside the organization and also to learn and develop program to assist people learn new ability. If needs cannot be met from within the organization, long-term plans should be made to ensure that recruitment and selection procedures will match those needs. On retention strategies, prepare plans to retain the employee needed by company.

### **Work-Life Balance**

Every individual wants to have a comfortable workplace and a job that allows them to still have enough time with family and friends. A nice worklife balance make sure that employees have good time with their families after they finish with the responsibility at office. With a good worklife balance, an employee will have a great life and can maximize an employee's job satisfaction. Work-life balance usually stacked up to the same term workfamily balance, but the exincorporates other roles such as communities, social life, point of view religious, and relaxed roles taken on by an individual.

Hutcheson, (2012) explains that Work-Life Balance is a form of satisfaction for individuals in achieving a balance of life in their work. According to Greenhaus, Collins, and Shaw (2020) the notion of balance is generally seen as the absence of conflict. However, when included in the idea of work-life balance, the balance arrived from effectively or well funtion and positive impacts from work environment and at home. Work-life balance according to Schermerhorn, (in Purwati, 2016) is how people afford to find balance between duty at work and duty as a family member. According to Fisher (in Darmawan, et al, 2015) defines work-life balance as an effort made to balance two or more roles that are lived.

### **Career Path**

A career is all work or positions that are received for as long as person's working time (Handoko, 2008: 103), Mathis and Jackson (2006) said that a career is a step of job-related positions settle by a person for as long as their life. Career paths can be described as stages of the sequence of positions or roles / functions in a company or organization usually starting from the lowest level to the highest level. Career path according to Elmer H. Burrack and Nicholas J. Mathys (in Kartika, 2014) is a ladder whose sequence of steps describes different levels in a person's career. A career path is a series or sequence of jobs / positions / positions that an employee goes through and does during his working life. Employees always hope and strive to get career growth that takes them to a higher level. This relates to how the employee's future career in a company and what is the target or dream of the employee in the future. This career path is also related to the stages of experience that employees must go through so that each employee can prepare and have a clear picture to achieve their goals. For example, to be able to reach Sales Manager, 2 years of experience as a sales with 'outstanding' performance is required, so that an employee who has a dream of becoming a sales manager will try in those 2 years to always achieve above the target in his efforts to fulfill the requirements as a sales manager.

## **Gratitude**

Since a long time ago, gratitude already has become a cornerstone in many beliefs, cultures and religions. As a virtue, gratitude enhances and protects happiness and well-being, upheld and believed in by almost everyone, at all times, in all places. Gratitude originally comes from latin word *gratia*, meaning grace, generosity, or gratitude. Gratitude is a virtue that seems to be dwindling in the modern world. Living in a competitive and highly consumptive society makes people self-centered. We often dwell on what we lack instead of what we have and dwell on what others have. Gratitude is the recognition that what we have right now, in our lives, comes from something that is outside of us and beyond our control - it could be other people, nature or a higher power Allah SWT - and that may or may not create an obligation to give back. Gratitude is explained as a better level of moral emotion that involves a mix of interpersonal/situational possibilities, that including the recognition that (a) somebody have obtain benefits and (b) a power is limited (humility). Like other emotions, gratitude has separable experiential and expressive aspects: One may feel gratitude without showing it, and perhaps more commonly, one may express gratitude without feeling it.

Robert C. Roberts (2004) in the book *The Psychology of Gratitude*, distinguishes two types of gratitude. First, exchange gratitude involves a relationship in which the sender of gratitude is the (less powerful) receiver who receives something valuable, and the receiver is the (more powerful) benefactor who gives up something valuable. Implicitly, there is a sum of zero, where the sender gains a benefit and the receiver incurs a cost, with the exchange involving the receiver humbly giving thanks for the benefit. Secondly, gratitude for care relates to a personal relationship associated with love and bonding, in that the giving of benefits and receiving of benefits are mutually supportive: Literally, the more you give, the more you get. In gratitude for caring, all gain benefits and none incur costs; therefore, valuations of exchange, equity, reciprocity, and obligation are irrelevant.

According to Cullough (2002) in Sulistyarini (2010) the aspects of gratitude consist of four aspects, as follows:

1. Intensity, a grateful person when experiencing a positive event is expected to become more grateful;
2. Frequency, a person who has a tendency towards gratitude will feel a constant sense of gratitude and this feeling supports simple acts and kindness and modesty;
3. Span, this gratitude can be present because of events experienced or felt such as being grateful for family, children, health;
4. Density, a grateful person is expected to be able to name the people who make them grateful.

## **Intention to Resign**

Intention to Resign is actually a natural thing in an organization or company. Because it is the right and choice of each individual or employee to choose to remain part of the company or leave the company. Intentions to

resign are explained as "the aware and deliberate urge to leave the company" (Tett & Meyer 1993: 262). It means, a decisions made by employees whether they want to leave or stay in company (Bothma & Roodt 2013; Jacobs & Roodt 2011). Tett and Meyer (1993) said that intention to leave the organization is a determination decision of withdrawal cognitions that cause to actual turnover. Weyland's research in 2011 showed that the cause of high turnover intentions of Generation Y employees is when companies apply strict and inflexible working hours. This is because Generation Y prioritizes work-life balance or the balance between personal life and work life.

In addition, this turnover, within normal limits, is actually also a tool for management in managing human resources, to regenerate human resources or employees and provide space to find new talents outside to become part of the company. However, high turnover is also undesirable for the company, especially when those who leave are well-equipped talents. This brings destruction to the organization. The losses incurred due to uncontrolled turnover shaped as direct and indirect costs. Staw (1980) said that recruitment costs occurred at selection, recruitment, inauguration and training for newly hired employees are direct cost

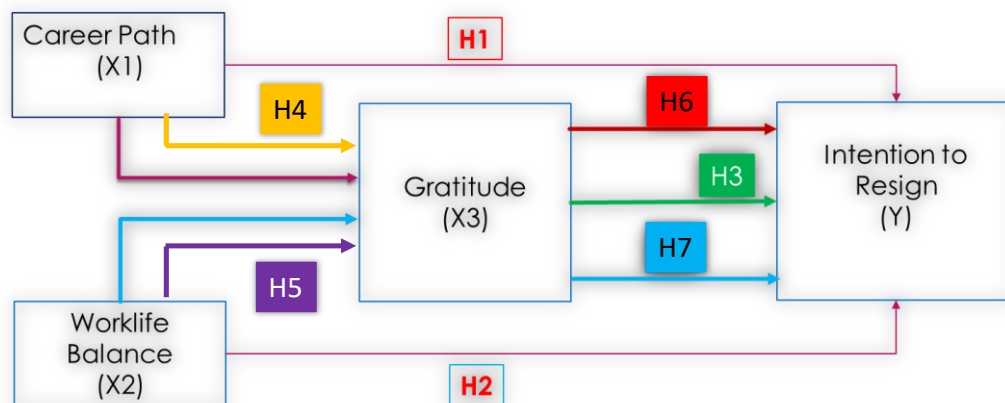


Figure 2. Conceptual Framework

### Hypothesis

1. **H1** : Career path has a significant influence on the intention to resign.
2. **H2** : Worklife balance has a significant influence on the intention to resign.
3. **H3** : Gratitude has a significant influence on the intention to resign.
4. **H4** : Career path has a significant influence on gratitude.
5. **H5** : Worklife balance has a significant influence on gratitude
6. **H6** : Career path mediated by gratitude has a significant influence on the intention to resign.
7. **H7** : Worklife balance mediated by gratitude has a significant influence on the intention to resign

## METHODOLOGY

According to Sugiono (2022: 16) that the quantitative approach is research based on the philosophy of positivism to examine certain populations or samples and random sampling with data collection using instruments, data analysis is statistical. The sample calculation technique in this study uses the Issac & Michael table formula with a total population of 114 respondents. Likert scale used in this study Data collection will be carried out through survey techniques with questionnaires to respondents.

Furthermore, the data that has been obtained will be processed with a statistical model using the SMART PLS (Partial Least Square) 3 Professional Version program. The analysis is done through Outer Model, the Inner Model, and conducting hypothesis testing using SmartPLS 3. After there are calculation results, an explanation of the framework in the first model after the validity test and reliability test are carried out based on the results of the questionnaire analysis.

Outer Model (Measurement Model) is useful for providing information on the relationship between latent variables and their indicators. The technique used to test the measurement model is Confirmatory Factor Analysis (CFA) which consists of Convergent Validity, Discriminant Validity, and Composite Reliability using the SmartPLS analysis test tool.

Convergent Validity is determined based on the relationship between item values. Convergent Validity can be examined based on the relationship between the indicator value and the construct value using the smartPLS 3 analysis test tool. The results of the Convergent Validity calculation can be trusted if the value is above 0.70. In evaluating convergence validity can be judged based on the correlation between the component score with the constraint value or, in other words, it can be assessed by the loading factor. According to Chin (1998) in Ghazali (2013), a collation can be said to meet convergent validity when it has a loading value greater than 0.70 and an AVE value of 0.5.

Discriminant validity relates to the principle that different constructions of measurements should not be highly correlated, so discriminant validity of a reflective measurement model can be calculated on the basis of the cross loading value of the manifest variable against each latent variable. If the collation between the latent variable and each of its indicators (manifest variable) is greater than the correlation with the other latents, then the latent variant can be said to predict the indicator better than the other variables.

The Reliability Test on the SEM-PLS model is used as one of the evaluations for the measurement model. (outer model). A latent variable can be said to have a good realism when a composite reliability value is greater than 0.6 and can be reinforced by a Cronbach's alpha value larger than 0.7. (Sarwono dan Narimawati, 2015)

Inner Model is a structural model for predicting causality relationships between latent variables. Through the bootstrapping process by looking at path coefficients to predict the existence of causality relationships. The structural model (inner model) is evaluated by looking at the percentage of

variants described by the R<sup>2</sup> value and Gof value.

R-square testing (R<sup>2</sup>) is a test performed to measure the level of goodness of fit of a structural model. The R-square value (R<sup>2</sup>) is used to measure how much the influence of a particular independent latent variable on a dependent late variable is. According to Chin (1998) in Ghozali (2012), an R<sup>2</sup> result of 0.67 indicates that the model is good. The R<sup>2</sup> score between 0.33 and 0.67 indicates that the model is categorized moderate, whereas the R<sup>2</sup> result of 0.33 indicates the model categorized weak.

Respondents in this study were 114 employees of PT XYZ. The research object are described as table below

Table 1. Research Object

	Category	Number of Respondents	Percentage
age	18 - 23 years	76	66,67%
	24 - 30 years	38	33,33%
	<b>total</b>	<b>114</b>	<b>100,00%</b>
Length of Service	under 2 years	77	67,54%
	3 - 5 years	28	24,56%
	6 - 9 years	9	7,89%
	<b>total</b>	<b>114</b>	<b>100,00%</b>
work unit	Account Officer (AO)	78	68,42%
	Finance and Administration Officer (FAO)	11	9,65%
	Senior Account Officer (SAO)	14	12,28%
	Head of Mekaar Unit (KUM)	11	9,65%
	<b>total</b>	<b>114</b>	<b>100,00%</b>

PT XYZ employees, from the age between 18-23 years as many as 76 people or 66.67%, between 24-30 years as many as 38 people or 33.33%. Judging from the working period under 2 years as many as 77 people or 67.54%, 3 - 5 years as many as 28 people or 24.56%, 6 - 9 years as many as 9 people or 7.89%. Judging from the work unit, there are 78 people or 68.42% AO, 11 people or 9.65% FAO, 14 people or 12.28% SAO, 11 people or 9.65% KUM

## RESEARCH RESULT

### Convergent Validity

Reliable or high if correlated above 0.70 with another construct.

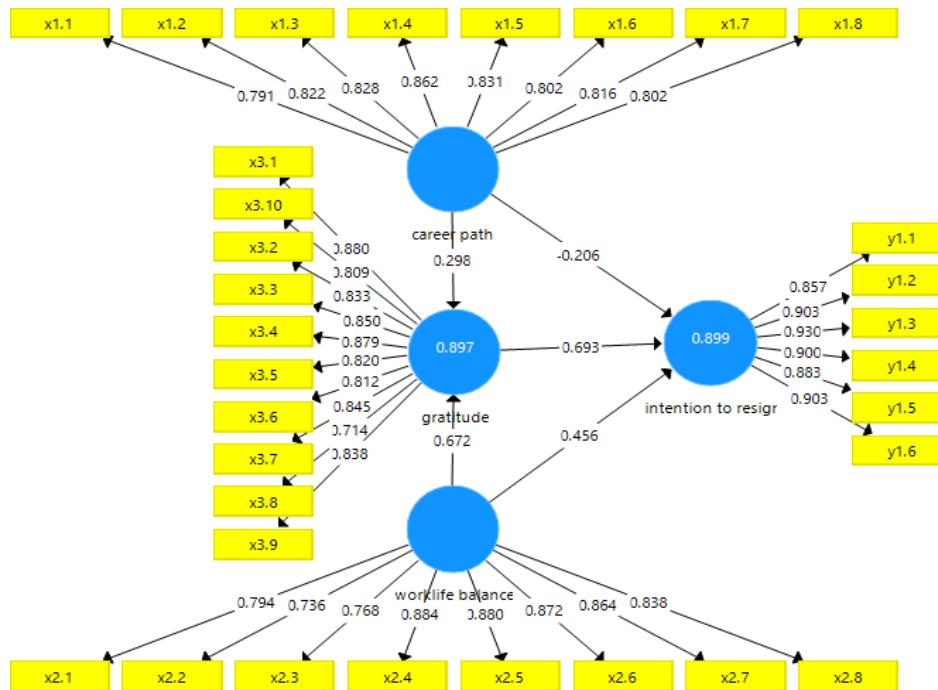


Figure 3. Outer Loading

### Discriminant Validity

Table 2. Cross Loading Value

	career path	gratitude	intention to resign	worklife balance
x1.1	0,791	0,697	0,635	0,688
x1.2	0,822	0,693	0,613	0,692
x1.3	0,828	0,687	0,658	0,705
x1.4	0,862	0,814	0,767	0,784
x1.5	0,831	0,756	0,712	0,785
x1.6	0,802	0,782	0,734	0,761
x1.7	0,816	0,722	0,639	0,741
x1.8	0,802	0,710	0,608	0,678
x2.1	0,759	0,711	0,655	0,794
x2.2	0,688	0,689	0,663	0,736
x2.3	0,678	0,725	0,751	0,768
x2.4	0,799	0,813	0,776	0,884
x2.5	0,716	0,803	0,797	0,880
x2.6	0,733	0,812	0,807	0,872
x2.7	0,788	0,827	0,836	0,864
x2.8	0,769	0,833	0,819	0,838
x3.1	0,771	0,880	0,829	0,825

x3.10	0,711	0,809	0,828	0,769
x3.2	0,713	0,833	0,800	0,754
x3.3	0,731	0,850	0,840	0,763
x3.4	0,793	0,879	0,790	0,791
x3.5	0,766	0,820	0,750	0,767
x3.6	0,758	0,812	0,683	0,783

Cross loadings for variables already above 0.70 and higher than another construct. Continue to next phase

Table 3. Fornell-Larcker Criterion

	career path	gratitude	intention to resign	worklife balance
career path	0,820			
gratitude	0,897	0,829		
intention to resign	0,822	0,936	0,896	
worklife balance	0,892	0,937	0,922	0,831

All the root values of each variable are higher than the correlation, so it can be concluded that the model has good discriminant validity.

### Construct Reliability and Validity Test

Table 4. Construct Reliability and Validity Table

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
career path	0,930	0,932	0,942	0,672
gratitude	0,949	0,951	0,956	0,688
intention to resign	0,951	0,952	0,961	0,803
worklife balance	0,935	0,939	0,947	0,691

Variables in ave scored above 0.5 and reliability test shows the value of Cronbach's alpha value and composite reliability value in all variables above 0.70 meaning this study are qualified.

### Structural Model Testing (Inner Model)

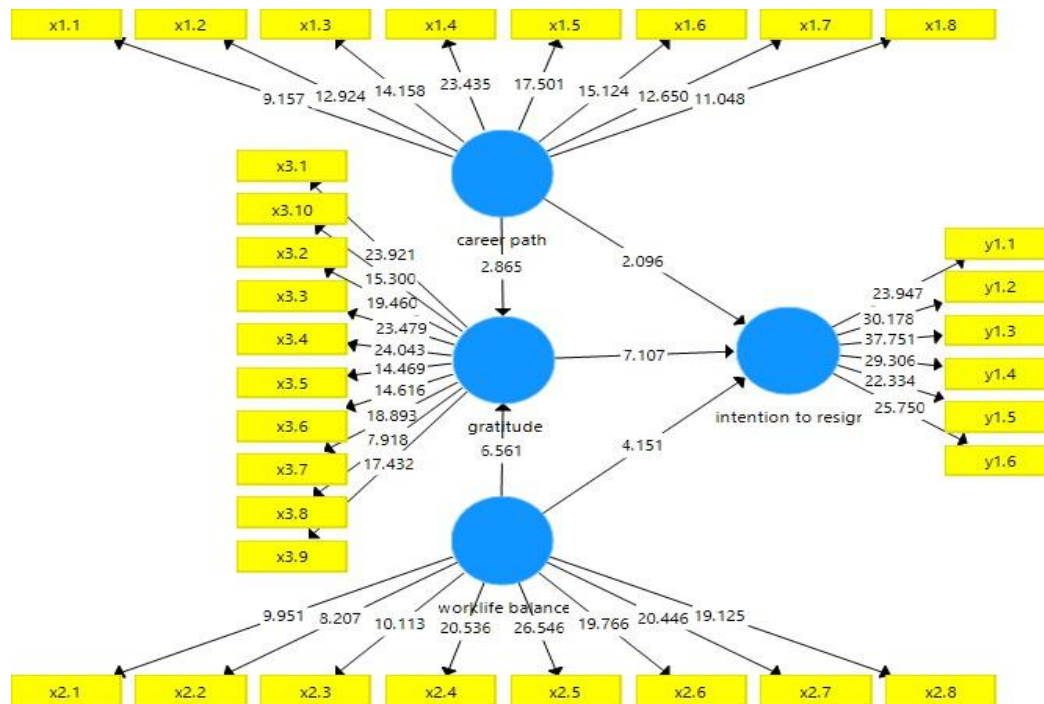


Figure 4. Inner Loading

Inner Model consists of the R-Square and goodness-fit model tests, structural model is generated using R-square to find dependent constructs and the t-test to find significance of the structural path parameter coefficients.

Table 5. R-Square

	R Square	R Square Adjusted
<b>gratitude</b>	0,897	0,895
<b>intention to resign</b>	0,899	0,897

The R-square value of gratitude of 0.897 is included in the strong category. This means that the effect of career path variables and worklife balance on gratitude is 89.7%, the remaining 10.3% is influenced by variables outside the research. The R-square value of intention to resign of 0.899 is included in the strong category. This means that the effect of career path and worklife balance variables on intention to resign is 89.9%, the remaining 10.1% is influenced by variables outside the research. (Sarstedt et al., 2017) said that score above 0,75 is strong, score 0,5 is moderate, and score 0,25 is weak.

Table 6. F-Square

	career path	gratitude	intention to resign	worklife balance
career path		0,175	0,073	
gratitude			0,494	
intention to resign				
worklife balance		0,891	0,223	

Ghozali PLS (2020), if  $\geq 0.02$  indicates a small effect size,  $\geq 0.15$  indicates a medium effect size,  $\geq 0.35$  indicates a large effect size. Based on the table above, the effect of worklife balance on gratitude has the largest effect size of 0.891, which is included in the large category.

### Goodness Of Fit (GOF) Calculation

This test is useful for validating the entire performance between the outer model and inner model.

$$\text{Gof} = \sqrt{\text{mean AVE} \times \text{mean R-square}}$$

$$\text{GoF} = \sqrt{0,714 \times 0,898}$$

$$\text{Gof} = 0.7588$$

Small GoF value = 0.1, medium = 0.25 and large = 0.36 (Ghazali, 2014). GoF calculation results is above are 0.7588, means that the overall performance of the outer model and inner model can be said to be in the large / good category.

### Hypothesis Test

Table 7. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
career path -> gratitude	0,298	0,296	0,104	2,865	0,005
career path -> intention to resign	0,206	0,190	0,098	2,096	0,038
gratitude -> intention to resign	0,693	0,694	0,098	7,107	0,000
worklife balance -> gratitude	0,672	0,672	0,102	6,561	0,000
worklife balance -> intention to resign	0,456	0,439	0,110	4,151	0,000

In the direct effect for the career path variable on gratitude, the T-Statistic is  $2.865 > 1.658$ , so it has a strong direct effect and the P-Value of  $0.005 < 0.05$  indicates a significant effect. The career path variable on intention to resign is T-Statistic  $2.096 > 1.658$ , so it has a strong direct effect and the P-Value of  $0.038 < 0.05$  indicates a significant effect. The gratitude variable on intention to resign has a T-Statistic of  $7.107 > 1.658$ , so it has a strong direct effect and the

P-Value of 0.000 <0.05 indicates a significant effect. The worklife balance variable on gratitude is T-Statistic 6.581 > 1.658, so it has a strong direct effect and the P-Value of 0.000 <0.05 indicates a significant effect. worklife balance variable on intention to resign is T-Statistic 4.151 > 1.658, so it has a strong direct effect and the P-Value of 0.000 <0.05 indicates a significant effect.

Table 8. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
career path -> gratitude -> intention to resign	0,206	0,206	0,083	2,480	0,015
worklife balance -> gratitude -> intention to resign	0,465	0,465	0,097	4,788	0,000

In the indirect effect for the career path variable on intention to resign through gratitude, the T-Statistic value is 2.480 > 1.658, it has a strong indirect effect and the P-Value of 0.015 <0.05 indicates a significant effect. The worklife balance variable on intention to resign through gratitude has a T-Statistic of 4.788 > 1.658, so it has a strong indirect effect and the P-Value of 0.000 <0.05 indicates a significant effect.

## DISCUSSION

### The Effect of Career Path on Intention to Resign

P-value below the significance level (0.009 <0.05) and t statistics above the t-table (2.671 > 1.658) then  $H_a$  is accepted, career path affects intention to resign. The original sample/coefficient value of 0.206 means that the career path has an influence on intention to resign by 20.6%. ( $H_1$ ) is accepted, career path has a significant effect on intention to resign.

### The Effect of Worklife Balance on Intention to Resign

P-value below the significance level (0.000 <0.05) and t statistics above the t-table (4.151 > 1.658) then  $H_a$  is accepted, worklife balance affects intention to resign. The original sample/coefficient value of 0.456 means that worklife balance has an influence on intention to resign by 45.6%. ( $H_2$ ) is accepted, career path has a significant effect on intention to resign. The Effect of

### Gratitude on Intention to Resign

P-value below the significance level (0.000 <0.05) and t statistics above the t-table (7.107 > 1.658) then  $H_a$  is accepted, gratitude affects intention to resign. The original sample/coefficient value of 0.693 means that gratitude has an influence on intention to resign by 69.3%. ( $H_3$ ) is accepted, gratitude has a significant effect on intention to resign.

### The Effect of Career Path on Gratitude

P-value below the significance level (0.005 <0.05) and t statistics above the t-table (2.865 > 1.658) then  $H_a$  is accepted, career path affects gratitude. The

original sample/coefficient value of 0.298 means that the career path has an influence on gratitude by 29.8%. (H4 ) is accepted, career path has a significant effect on gratitude.

#### **The Effect of Worklife Balance on Gratitude**

P-value below the significance level ( $0.000 < 0.05$ ) and t statistics above the t-table ( $6.561 > 1.658$ ) then  $H_a$  is accepted, worklife balance affects gratitude. The original sample/coefficient value of 0.672 means that worklife balance has an influence on gratitude by 67.5%. (H5 ) is accepted, worklife balance has a significant effect on gratitude.

#### **The Effect of Career Path Mediated Gratitude on Intention to Resign**

P-value below the significance level ( $0.015 < 0.05$ ) and t statistics above the t-table ( $2.480 > 1.658$ ) then  $H_a$  is accepted, career path mediated gratitude affects intention to resign. The original sample/coefficient value of 0.206 means that the career path mediated by gratitude has an influence on intention to resign by 20.6%. (H6 ) is accepted, the career path mediated by gratitude has a significant effect on intention to resign.

#### **The Effect of Worklife Balance Mediated by Gratitude on Intention to Resign**

P-value below the significance level ( $0.000 < 0.05$ ) and t statistics above the t-table ( $4.788 > 1.658$ ) then  $H_a$  is accepted, worklife balance mediated by gratitude affects intention to resign. The original sample/coefficient value of 0.465 means that worklife balance mediated by gratitude has an influence on intention to resign by 46.5%. (H7 ) is accepted, worklife balance mediated by gratitude has a significant effect on intention to resign.

### **CONCLUSIONS**

1. (H1) is accepted, career path has a significant effect on intention to resign.
2. (H2) is accepted, career path has a significant effect on intention to resign.
3. (H3) accepted, gratitude has a significant effect on intention to resign
4. (H4) is accepted, career path has a significant effect on gratitude.
5. (H5) is accepted, worklife balance has a significant effect on gratitude.
6. (H6) is accepted, the career path mediated by gratitude has a significant effect on intention to resign.
7. (H7) is accepted, worklife balance mediated by gratitude has a significant effect on intention to resign.

### **RECOMMENDATIONS**

In the career path variable, the lowest value is in indicator x1.6, namely 4.25 regarding "I have a clear career plan in this company". For employees, several things can be done, namely doing self-reflection and understanding, company research, communicating with superiors, showing dedication and commitment while being patient with the process. For companies to help build employee careers, they can do the following, offer self-development programs, encourage internal promotions, provide development opportunities.

In the worklife balance variable, the lowest value is in indicator x2.8, which is 4.17 regarding "My personal life provides energy to do daily work".

Some things that can be done to maintain a balance between personal life and work are getting enough sleep, consuming healthy food, managing stress, making time for hobbies and interests and being positive.

In the gratitude variable, the lowest value is in indicator x3.10, namely 4.11 regarding "I feel that my current job makes me need to be grateful for what I have received compared to other people". Some things that can be done to always be grateful are to focus on the positive, remember the purpose of working, and avoid undue conflict.

In the intention to resign variable, the lowest value is in indicator y1.1, namely 4.04 regarding "I want to continue contributing to the company for a long time". The way for this to be realized is to find satisfaction at work, adapt to the work environment, adjust your perspective with the company.

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