



UDC 331

IS IT WORTH STAYING IN THE WORKPLACE? THE EFFECT OF WORK-LIFE BALANCE ON TURNOVER INTENTION MEDIATED BY JOB SATISFACTION

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ABSTRACT

Turnover intention has negative impacts on the company. One of the companies experiencing this phenomenon is a tourism attraction management company located in Bali. The company's turnover intention phenomenon is characterized by an increasing trend of employee turnover from 2019 to 2024. According to the Traditional Turnover Theory, a high work-life balance (WLB) enhances job satisfaction, reducing employees' intention to leave the organization. This study aims to analyze the mediating role of job satisfaction in the relationship between WLB and turnover intention. One of the tourism attraction management companies in Bali, Indonesia, conducted the research. The population consisted of all employees who had worked for at least one year, totaling 127 employees. A non-probability sampling technique was employed using the saturated sampling method. Data were collected through surveys and interviews, with questionnaires as the primary research instrument. Data analysis methods included descriptive and inferential statistical analysis using Partial Least Squares - Structural Equation Modeling (PLS-SEM). The findings reveal that WLB has a negative effect on turnover intention, job satisfaction has a negative effect on turnover intention, WLB has a positive effect on job satisfaction, and job satisfaction is a complementary partial mediation of the effect of WLB on turnover intention. The theoretical implication of this study is the confirmation of Traditional Turnover Theory, which posits that a high level of WLB enhances job satisfaction, ultimately reducing employees' intention to leave the organization. The practical implication of this study offers recommendations for organizational policy, including the implementation of flexible work arrangements, employee wellness programs, extended leave policies, managerial appreciation, training and development, inclusive and collaborative work environment, the provision of competitive compensation, and affirmative action.

KEY WORDS

Work-life balance, job satisfaction, turnover intention.

Companies often face challenges in human resource management; one of them is turnover intention, which is the tendency of employees to leave their jobs. This can reduce productivity, increase the workload of remaining employees, and raise recruitment costs. One example of a company experiencing turnover intention is one of the tourism attraction management companies located in Bali, Indonesia, which operates in the tourism industry and manages tourist attractions. Over the last five years, the company has seen a decline in the number of employees due to numerous resignations, with the number continuing to decrease each year.

The turnover intention at the company was identified through interviews with 30 employees, revealing that most employees wanted to quit or leave their workplace, were dissatisfied with their salaries, faced difficulties in managing their working hours, and lacked comfort in the workplace. Over the years, this has led to an increasing turnover intention, potentially harming the company. According to Traditional Turnover Theory, an employee's decision to leave an organization is influenced by two main factors: the desire to stay and the ability to leave the company (Hom et al., 2017). Employees who perceive a balance between their work and personal lives tend to be less likely to leave their organization (Giauque et al., 2019). Previous research shows a strong relationship between job satisfaction and turnover intention. Employees who are satisfied with their jobs are more likely to want to stay (Kim et



al., 2024). Conversely, job dissatisfaction—whether related to salary, work environment, or supervision, can increase turnover intention (Chen et al., 2023). One key factor affecting job satisfaction is WLB (Kakar et al., 2021), which refers to an employee's ability to balance work with personal life. Previous studies have also found that WLB positively affects job satisfaction (Hiariey et al., 2022), with employees with a high WLB generally feeling more satisfied with their jobs (Boakye et al., 2023). Research on the effect of WLB on turnover intention has yielded varied results. Some studies show that WLB significantly impacts job satisfaction (Dilby & Farmanesh, 2023), reducing turnover intention (Ladelsky & Lee, 2022). However, other studies suggest that WLB has no significant effect on turnover intention (Mawadati & Saputra, 2020). These differing results indicate that other factors may also influence employees' decisions to stay or leave, and further research is needed to understand this complex relationship better.

Given these challenges, this study aims to analyze the effect of WLB on turnover intention, both directly and indirectly, through job satisfaction as a mediating variable. The findings are expected to offer valuable insights for companies in developing strategies to reduce employee turnover intention. Furthermore, this study is also expected to contribute to the development of human resource management knowledge, particularly traditional turnover theory, and to enhance the understanding of the influence of WLB on turnover intention through job satisfaction in the tourism sector.

THEORETICAL BACKGROUND AND HYPOTHESIS

The Traditional Turnover Theory was first introduced by James Gustav March and Herbert Alexander Simon in their book *Organizations in* 1958. They stated that an employee's decision to leave an organization is influenced by two main factors: desirability and ease of leaving (Hom et al., 2017). Hom continued that the desirability of leaving is influenced by internal factors such as job satisfaction and personal values. At the same time, ease of leaving is determined by external factors such as other job opportunities and labor market conditions. The Traditional Turnover Theory states that the underlying construct influencing an employee's decision to leave an organization is job satisfaction (Lee et al., 2016), and job satisfaction is influenced by the employee's ability to balance work responsibilities and non-work responsibilities (Kim, 2024)

James L. Price later expanded the Traditional Turnover Theory. It stated that employees' decisions to leave an organization are influenced by their desire to stay, the ease of leaving, and external factors outside of work, such as social cues, social networks, and community or family attachments (Bolt et al., 2022). Employees are likely to remain with a company if they are satisfied with their job and perceive that finding an alternative job is difficult; conversely, they are more likely to leave if they are dissatisfied and believe it is easy to find another job (Gupta et al., 2022). Turnover is a series of activities that begins with the consideration of leaving and ends with the actual act of leaving the workplace, typically preceded by turnover intention, whose primary predictor is job satisfaction (Zhang et al., 2022), and job satisfaction in turn is influenced by WLB (Clercq et al., 2021).

Traditional Turnover Theory also suggests that the turnover intention of an organization is often driven by job dissatisfaction (Gupta et al., 2022). Factors such as job responsibilities, compensation, opportunities for promotion, and relationships with coworkers and supervisors directly affect job satisfaction. When employees are dissatisfied with one or more of these factors, they are more likely to develop an intention to leave the company (Kim et al., 2024). Employees dissatisfied with their jobs and have the opportunity to find alternative employment are more likely to leave, while those who are satisfied and have fewer job alternatives are more likely to stay with the organization (Lehtonen et al., 2021).

Turnover intention refers to an employee's intention to leave their organization, which can be influenced by various internal and external factors (Renaud et al., 2021). External factors include the labor market, wages, career opportunities, and location, while internal factors include personal characteristics such as attitude, age, and work experience. Job dissatisfaction, such as feeling unappreciated or lacking development opportunities, can



prompt employees to seek other opportunities (Muller et al., 2023, p. 5). Several factors influence turnover intention, including salary, promotion opportunities, WLB, career development, and healthcare benefits (Dessler, 2020, p. 321). Employees who perceive their salary as uncompetitive, face limited promotion opportunities, and struggle to balance work and personal life are likelier to leave the organization (Back et al., 2020). Additionally, a lack of supervisory support, career development opportunities, and prospects for growth within the organization also contribute to increased turnover intention (Wesemann, 2024). These factors worsen job satisfaction, heightening the desire to leave.

Indicators of turnover intention include increased absenteeism, decreased motivation, and rising dissatisfaction with company policies (Ardan & Jaelani, 2021:11). Employees thinking about quitting their jobs and intending to leave their current workplace within the next six months are also indicators of turnover intention (Li & Song, 2024). Identifying these indicators can help organizations address turnover issues more promptly and create a more supportive work environment for employees.

Job satisfaction is a feeling that arises when an individual has a positive and pleasant attitude toward their work, which leads group members to feel attracted to their group and want to remain a part of it (Armstrong & Taylor, 2023, p. 202). This satisfaction is shaped by various aspects, including balancing work responsibilities with personal life (work-life balance), a comfortable working environment, and good relationships with colleagues and supervisors (Ladelsky & Lee., 2022). Individuals who are satisfied with their jobs tend to exhibit a positive attitude (Armstrong & Taylor, 2023, p. 202). In contrast, those who are dissatisfied may feel motivated to leave their positions (Lehtonen et al., 2021). Job satisfaction is also crucial in enhancing productivity, reducing absenteeism, and maintaining employee health (Abd-Ellatif et al., 2021).

Factors influencing job satisfaction can be categorized into psychological, social, physical, and financial aspects (Sutrisno, 2019, p. 80). Psychological factors pertain to employees' attitudes and interests toward their work, while social factors involve interactions among employees and superiors. Achievement, recognition, promotion, and praise are also factors that influence job satisfaction (Ladelsky & Lee (2022). Additionally, achievements, rewards, promotions, and recognition can enhance job satisfaction, whereas unfair company policies and ineffective supervision may lead to dissatisfaction (Alrawahi et al., 2020).

The impact of job satisfaction or dissatisfaction is highly significant on employee performance (Sutrisno, 2019, p. 80); satisfied employees tend to be more enthusiastic and motivated, leading to increased productivity. In contrast, job dissatisfaction can lower morale, resulting in decreased productivity, higher absenteeism, and a greater likelihood of leaving the company (Kim et al., 2024). Job satisfaction is also closely linked to employees' mental and physical well-being; satisfied employees are generally healthier and happier, while dissatisfaction can contribute to stress and health problems (Lehtonen et al., 2021). Employees who enjoy the type of work they do and genuinely find pleasure in their jobs represent an indicator of job satisfaction (Berber et al., 2022).

In addition to job satisfaction, WLB plays a crucial role in employee well-being (Mellner et al., 2022). WLB refers to an employee's ability to balance work demands with personal life, including family, leisure activities, and self-development (Ballesteros-Leiva et al., 2023). A good WLB can enhance job satisfaction, work engagement, and organizational commitment (Thrasher et al., 2022). Conversely, an imbalance between work and personal life can lead to stress, reduced productivity, and an increased intention to leave the job (Lorentzon et al., 2023).

Several factors influence WLB, including personal support, managerial support, coworker support, and individual resilience (Köse et al., 2021). Köse argued that support from family, supervisors, and colleagues can help reduce stress and foster a work environment that promotes WLB. Factors such as workplace comfort, self-confidence, and job-related stress also impact an employee's ability to maintain WLB (Mellner et al., 2022; Bataineh, 2019). Employees who successfully balance work and personal life are more likely to experience job satisfaction, reduce absenteeism, and increase engagement and commitment to their organization (Köse et al., 2021). Boakye et al. (2023) state that WLB has



several indicators, including workplace support (WPS), work interference with personal life (WIPL), personal life interference with work (PLIW), Satisfaction with work-life balance (SWLB), improved effectiveness at work (IEW). The ability of employees to manage time with their family while working and their satisfaction with work and personal life are also indicators of WLB (Sudibjo & Suwarli, 2020).

Based on theoretical and empirical studies, this research aims to examine the effect of WLB on turnover intention, with job satisfaction as a mediating factor. The conceptual model illustrates the relationship between the variables under study as follows:

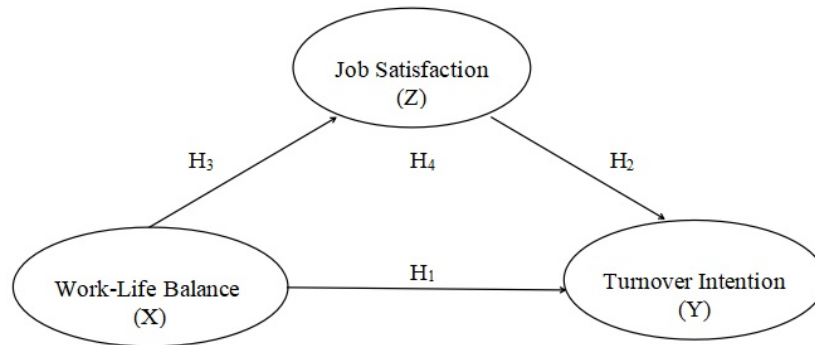


Figure 1 – Conceptual Framework

The hypothesis of this study examines the influence of WLB on turnover intention. According to Kim (2024), a low level of WLB can increase employees' intention to leave their jobs. Previous studies, such as the research conducted by Kakar et al. (2021) and Yu et al. (2022), indicate that WLB has a negative effect on turnover intention. This means that the higher the level of WLB, the reduced employees' intention to leave the company. Research by Alves et al. (2024) and Lestari & Margaretha (2021) also supports this finding, leading to the formulation of the first hypothesis:

H₁: Work-life balance has a negative and significant effect on turnover intention.

Job satisfaction also plays a crucial role in turnover intention. Sutrisno (2019:80) stated that job dissatisfaction can drive employees to leave the company. Studies conducted by Abd-Elatif et al. (2021) and Chen et al. (2023) indicate that job satisfaction has a negative effect on turnover intention, meaning that higher job satisfaction reduces employees' desire to leave their jobs. Research by Ladelsky & Lee (2022), Lehtonen et al. (2021), and Lei et al. (2024) found that employees who experience pleasant feelings and hold a positive attitude toward their work are influenced by their intention to leave the organization, where higher job satisfaction is associated with lower turnover intention. This leads to the formulation of the second hypothesis:

H₂: Job satisfaction has a negative and significant effect on turnover intention.

WLB influences turnover intention and impacts job satisfaction (Nassani et al., 2024). A well-balanced personal and professional life can enhance job satisfaction, as employees feel more capable of managing their time and energy effectively (Hui et al., 2023). Boakye et al. (2023) found that WLB positively affects job satisfaction, indicating that the higher the employees' WLB, the greater their job satisfaction. This finding is supported by Clercq et al. (2021) and Salirrosas et al. (2023), who emphasized that employees who balance work with non-work responsibilities tend to experience greater positive feelings and attitudes toward their jobs. In other words, the higher the WLB, the higher the level of job satisfaction.

Based on this, formulation of the third hypothesis:

H₃: WLB has a positive and significant effect on job satisfaction.

In addition, job satisfaction can mediate the effect of WLB on turnover intention (Berber et al., 2022). Dube and Ndofirepi (2024) found that job satisfaction is a mediator in the relationship between WLB and the endogenous variable, indicating an indirect relationship between WLB and the endogenous variable, with job satisfaction as the intermediary. Similarly, findings by Berber et al. (2022) and He et al. (2023) revealed that job satisfaction



mediates the influence of an exogenous variable on turnover intention. This suggests an indirect relationship between the exogenous variable and turnover intention, in which job satisfaction is mediating. Job satisfaction is a mediating variable in the relationship between WLB (Hasan et al., 2021) and turnover intention (Duarte & Silva, 2023). Based on this, the fourth hypothesis is formulated:

H₄: Job satisfaction mediates the effect of WLB on turnover intention.

This study examines the relationship between WLB, job satisfaction, and turnover intention. By exploring the connections among these three variables, this research is expected to provide insights into how companies can effectively manage WLB and job satisfaction to reduce turnover intention. The findings of this study may also help organizations develop better policies to enhance employee well-being and lower employee turnover rates.

This research highlights the crucial role of management in fostering a work environment that supports WLB. Employees who balance work and personal life are more likely to experience higher job satisfaction. Companies can reduce turnover intention by improving job satisfaction while enhancing employee performance and productivity. Additionally, this study offers practical recommendations for organizations in formulating policies related to employee well-being. Based on the formulated hypotheses, this study has the potential to contribute to developing theories related to WLB, job satisfaction, and turnover intention. The results will provide empirical evidence that is beneficial for companies and human resource practitioners in designing better policies to minimize turnover intention.

METHODS OF RESEARCH

This study employs quantitative methods with an associative causality approach to analyze the relationships among WLB, job satisfaction, and turnover intention. The primary objective is determining how much WLB influences turnover intention, with job satisfaction as a mediating variable. Consequently, this study focuses on these variables' direct and indirect relationships. The study will be conducted at a tourist attraction management company in Bali Province, Indonesia, from October 2024 to May 2025. The scope of the study includes company employees, with research subjects consisting of staff, supervisors, and division heads, while excluding leaders at the Manager and Assistant Manager levels. This study focuses on three key variables: turnover intention as the endogenous variable, job satisfaction as the mediating variable, and WLB as the exogenous variable, which will be analyzed for their influence on turnover intention.

Turnover intention includes five indicators based on Li & Song (2024), such as: "I have started asking my friends or contacts about the possibility of another job" (Y₁), "I am thinking about quitting my current job" (Y₂), "I intend to leave my current workplace within the next six months" (Y₃), "I often look into whether similar positions are available at other companies" (Y₄), and "I am considering reaching out to recruiters about potential job opportunities" (Y₅). Job satisfaction includes five indicators based on Berber et al. (2022), such as: "I like the type of work I do" (Z₁), "I perform my job better than other employees" (Z₂), "I genuinely find enjoyment in my work" (Z₃), "I feel a great sense of personal satisfaction when I do my job well" (Z₄), and "Considering all aspects of the job, I am satisfied with my work" (Z₅). WLB includes nine indicators based on Sudibjo & Suwarli (2020), such as: "I can manage time with my family while working" (X₁), "I can organize my time well to complete all my tasks" (X₂), "Working does not make it difficult for me to manage my personal life" (X₃), "I feel satisfied with both my job and my personal life" (X₄), "I feel comfortable when I am engaged in work activities" (X₅), "My job does not interfere with my personal life" (X₆), "After work, I always make time for my family" (X₇), "I still maintain communication with my family members" (X₈), and "My family remains a priority for me" (X₉).

The study population consisted of 127 employees who had worked for at least one year, with a sample selected using a saturated sampling technique, where all population members were included in the sample. The research instrument test (questionnaire) was conducted at a company with characteristics similar to the actual research site, one of the



tourist attraction management companies in Bali. 42 respondents participated in the instrument test using a saturated sampling technique. This study covers various divisions within the organization, with the number of samples equivalent to the number of populations. This technique ensures that all employees who meet the research criteria will be involved in data collection. The data used in this study include both quantitative and qualitative data. Quantitative data were obtained through a questionnaire that measures the effect of WLB on turnover intention, while qualitative data were obtained through interviews and observations to understand the company context. Primary data were collected through interviews, observations, and questionnaires, while secondary data were obtained from company documents, such as organizational structure and employee turnover data.

Data collection methods in this study include surveys, interviews, and documentation. The survey was conducted by distributing questionnaires to employees who met the sample criteria. In contrast, interviews were conducted with leaders and employees to gather more in-depth information about the company's condition. Documentation involved collecting data related to organizational structure and employee turnover, while observations aimed to understand the general situation in the company. The instrument used in this study was a Likert Scale-based questionnaire to measure employee perceptions of the variables studied. Each questionnaire was arranged in the form of a Likert Scale, which is a scale that describes the research variables into indicators as a basis for compiling research instruments (Sugiyono, 2022, p. 93). The Likert Scale consists of five answer choices as follows: Score 1 indicates a strongly disagree response (SD), score 2 indicates a disagree response (D), score 3 indicates a neutral response (N), score 4 indicates an agree response (A), and score 5 indicates a strongly agree response (SA). The questionnaire required validity and reliability tests before being distributed to research respondents. The researcher removed three statement items from the latent WLB variable because they were invalid.

Descriptive analysis describes or summarizes the collected data in several intervals and illustrates the tendency of respondents' answers to the statement items for each research variable (Sugiyono, 2022, p. 147). The mean value describes the results obtained from the research instrument. The number of classes or categories is determined based on the scale used in the questionnaire/research instrument, which employs a Likert Scale (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree), resulting in five classes or assessment categories. The assessment categories are determined based on the interval range formula, with the calculated interval being 0.8. The research scores have a maximum value of five and a minimum of one. The score interval is obtained by calculating the difference between the highest and lowest values and dividing it by the number of classes or categories.

Table 1 – Description/interpretation of variable scores

No	Score Interval	Category		
		Work-Life Balance	Job Satisfaction	Turnover Intention
1.	1,00 - 1,80	Very Low	Very Low	Very Low
2.	> 1,80 - 2,60	Low	Low	Low
3.	> 2,60 - 3,40	Fairly High	Fairly High	Fairly High
4.	> 3,40 - 4,20	High	High	High
5.	> 4,20 - 5,00	Very High	Very High	Very High

Source: Sekaran & Bougie (2016:150–151).

This study employed the Partial Least Square Structural Equation Modeling (PLS-SEM) method as the data analysis technique, suitable for small sample sizes and non-normally distributed data (Hair et al., 2022:2–5). PLS-SEM consists of two main components: the measurement model (outer model) and the structural model (inner model). The outer model evaluates the validity and reliability of indicators about their corresponding latent variables. Validity includes convergent validity, assessed through loading factors > 0.7 and Average Variance Extracted > 0.50 (Hair et al., 2022, p. 121), as well as discriminant validity, which is assessed using cross-loading, the Fornell-Larcker criterion, and the Heterotrait-Monotrait



Ratio (Hair et al., 2022:121–122). Reliability is measured using Cronbach's alpha and composite reliability, with values greater than 0.7 considered acceptable (Hair et al., 2022).

The structural model illustrates the relationships among latent variables based on substantive theory. The evaluation of the inner model is conducted to determine the strength and predictive capability of these relationships using several key indicators, such as R-Square, which assesses the magnitude of influence of exogenous variables on endogenous variables, and Q-Square, which evaluates the model's predictive relevance for unseen data. An R^2 value between 0.562 and 0.631 indicates a strong model, between 0.292 and 0.562 indicates a moderate model, and below 0.292 suggests a weak model (Hair et al., 2022, p. 219). A Q^2 value greater than 0 indicates predictive relevance, whereas $Q^2 \leq 0$ suggests that the model lacks predictive relevance (Rahadi, 2023, p. 123).

Hypothesis testing was carried out by calculating the path coefficients using the bootstrapping technique to determine the significance of relationships between latent variables. A t-statistic value greater than 1,65 and a p-value less than 0,05 indicate the relationship is statistically significant (Hair et al., 2022, p. 192). The F-Square (F^2) value is used to evaluate the strength of the effect between latent variables, with values of $0.10 \leq F^2 < 0.30$ representing a small effect, $0.30 \leq F^2 < 0.50$ a medium effect, and $F^2 \geq 0.50$ a large effect (Brydges, 2019).

Mediation testing was conducted to determine whether job satisfaction mediates the relationship between work-life balance and turnover intention. This process involved analyzing the direct relationships between work-life balance and job satisfaction, job satisfaction and turnover intention, as well as work-life balance and turnover intention. The results identify whether the mediation is full, partial, or non-existent and are visualized in a path diagram illustrating the mediation flow. Lachowicz et al. (2018) stated that mediation effect size is a metric used to quantify the magnitude of the indirect effect of an exogenous variable on an endogenous variable through a mediating variable. Lachowicz further explained that mediation effect size can be calculated using the Upsilon (υ) formula. Cohen's benchmarks for interpreting mediation effect size are: $0.02 < \upsilon \leq 0.15$ indicates a small effect, $0.15 < \upsilon \leq 0.35$ a medium effect, and $\upsilon > 0.35$ a large effect (Ogbeibu et al., 2021).

According to Schindler (2022:245), validity is an indicator that proves the tool chosen and developed for research measures what it is intended to measure. The questionnaire requires validity testing by examining the correlation between the statement item scores and the total latent variable scores (Ghozali, 2021, p. 66). According to Hair et al. (2022:120), validity and reliability testing uses convergent validity, discriminant validity, and internal consistency reliability.

Table 2 – Loading Factor

Variables	Indicators	Loading Factor	Valid/ Not valid
Work-Life Balance	X ₁	0,745	Valid
	X ₂	0,705	Valid
	X ₃	0,774	Valid
	X ₄	0,711	Valid
	X ₅	0,791	Valid
	X ₆	0,772	Valid
	X ₇	0,711	Valid
	X ₈	0,703	Valid
	X ₉	0,710	Valid
Job Satisfaction	Z ₁	0,784	Valid
	Z ₂	0,795	Valid
	Z ₃	0,866	Valid
	Z ₄	0,838	Valid
	Z ₅	0,877	Valid
Turnover Intention	Y ₁	0,852	Valid
	Y ₂	0,812	Valid
	Y ₃	0,819	Valid
	Y ₄	0,844	Valid
	Y ₅	0,819	Valid

Source: Data processed, 2025.



Indicator X_5 has the highest loading factor value compared to other indicators of the WLB variable, which is 0.791. This means that Indicator X_5 has a stronger and more significant relationship with the WLB variable than the other indicators. Indicator Z_5 has the highest loading factor value compared to other indicators of the Job Satisfaction variable, which is 0.877. This means that Indicator Z_5 has a stronger and more significant relationship with the Job Satisfaction variable than the other indicators. Indicator Z_5 is the most representative indicator for the Job Satisfaction variable. Indicator Y_1 has the highest loading factor value compared to other indicators of the Turnover Intention variable, which is 0.852. This means that Indicator Y_1 has a stronger and more significant relationship with the Turnover Intention variable than the other indicators.

Table 3 – AVE Test Values

Variables	Average Variance Extracted (AVE)	Valid/ Not Valid
Work-Life Balance	0.543	Valid
Job satisfaction	0.694	Valid
Turnover Intention	0.688	Valid

Source: Data processed, 2025.

The highest AVE value for the Job Satisfaction variable 0.694, this means that the Job Satisfaction variable can explain 69.4% of the variance of the indicators used to measure it. The WLB variable has the lowest AVE value of 0.543, which means that the WLB variable can explain 54.3% of the variance of the indicators used to measure it.

Table 4 – Fornell-Larcker Criterion Values

Variables	Fornell-Larcker Criterion			Valid/ Not Valid
	X	Z	Y	
Work-Life Balance (X)	0.737	0.664	-0.749	Valid
Job Satisfaction (Z)		0.833		Valid
Turnover Intention (Y)		-0,757	0,829	Valid

Source: Data processed, 2025.

The AVE square root value of the WLB variable is 0.737, which is greater than its correlation with the Job Satisfaction variable (0.664) and the Turnover Intention variable (-0.749). The Fornell-Larcker criterion value for each latent variable is greater than the correlation between the latent variable and other variables, thus meeting the discriminant validity requirements (Hair et al., 2022, pp. 121-122).

Table 5 – Heterotrait-Monotrait Ratio Values

Variables	HTMT (Heterotrait-Monotrait Ratio)			Result
	X	Z	Y	
Work-Life Balance (X)		0,728	0,832	Valid
Job Satisfaction (Z)				
Turnover Intention (Y)		0,846		Valid

Source: Data processed, 2025.

The HTMT values for the variables of WLB, job satisfaction, and turnover intention are below 0.9, indicating that the variables in the model are valid. In other words, each variable can be considered to have adequate measurement quality and can be distinguished from one another (Hair et al., 2022, p. 123)

According to Schindler (2022:247), reliability refers to the consistency of the results obtained from a measurement instrument, specifically the extent to which a measurement is free from random errors or instability. A research instrument demonstrates reliability if the results of the questionnaire responses from respondents show similar data over time or at different points in time (Ghozali, 2021, p. 61). According to Hair et al. (2022:119), a research instrument is considered reliable if it meets the criteria for Cronbach's alpha value and



composite reliability > 0.7. The questionnaire further requires a reliability test to ensure that the instrument used can be trusted to measure the studied variables consistently, with the instrument being declared reliable based on Cronbach's alpha and composite reliability.

Table 6 – Cronbach's Alpha and Composite Reliability Values

Variables	Cronbach's Alpha	Composite Reliability	Reliable/ Not Reliable
Work-Life Balance (X)	0.895	0.914	Reliable
Job Satisfaction (Z)	0.889	0.919	Reliable
Turnover Intention (Y)	0.886	0.917	Reliable

Source: Data processed, 2025.

Cronbach's alpha values for each variable: WLB at 0.895, Job Satisfaction at 0.889, and Turnover Intention at 0.886. This means that all variables in the model have very good reliability, indicating that the items/indicators used to measure the variables are consistent in measuring the intended concept. The composite reliability values for each variable are WLB at 0.914, Job Satisfaction at 0.919, and Turnover Intention at 0.917. This indicates that the composite reliability values support the results of Cronbach's alpha, showing that all latent variables in the study are reliable. All research variables exhibit Cronbach's alpha and composite reliability values greater than 0.7, meaning the data from the instrument test is declared reliable (Hair et al., 2022, p. 119).

The study employed inferential analysis and used data analysis with a variance-based structural equation model or Partial Least Squares Structural Equation Modeling (PLS-SEM). According to Hair et al. (2022:4), PLS is used to identify complex relationships between latent variables and their indicators. PLS-SEM is suitable for data with small samples and non-normal distributions (Hair et al., 2022, pp. 2-5). PLS consists of two submodels: a measurement model (outer model) and a structural model (inner model). The measurement model tests construct validity through two types of tests: convergent tests and discriminant tests (Ghozali & Kusumadewi, 2023, p. 10).

The measurement model ensures the validity and reliability of the indicators used to measure latent variables. Validity is assessed through convergent validity and discriminant validity. Convergent validity measures the extent to which latent variables positively correlate with alternative measures (Hair et al., 2022, p. 120). Discriminant validity ensures that latent variables measure different and non-overlapping concepts. Validity evaluation uses several criteria, such as cross-loading and Fornell-Larcker Criterion (Hair et al., 2022, pp. 121-123). Additionally, reliability is measured by Cronbach's alpha and composite reliability, which indicate the consistency of indicator measurement in latent variables (Hair et al., 2022, pp. 118-119).

Models are used to predict causal relationships between latent variables, such as WLB, Job Satisfaction, and Turnover Intention. This model is tested through several indicators, such as the R-Square (R^2) value, which measures how well the model explains the variability of endogenous variables (Hair et al., 2022, p. 219). A higher R^2 value indicates the model's strength, with a larger coefficient of determination indicating a stronger relationship between variables. In addition, the Q-Square Predictive Relevance (Q^2) is used to measure the model's predictive ability for data that has not been observed. A Q^2 value greater than 0 indicates the relevance of the model's predictions (Hair et al., 2022, p. 197).

Hypothesis testing in this study was conducted by calculating path coefficients using bootstrapping to obtain a t-statistic distribution. The test is significant if the t-statistic is greater than 1.65 (one-tailed) and the p-value is less than 0.05 (Hair et al., 2022:86). Furthermore, mediation testing is conducted to determine whether the mediating variable bridges the relationship between exogenous and endogenous variables, which may result in full mediation, partial mediation, or no mediation at all (Hair et al., 2022, pp. 233-234).

The mediation test is explained through three direct influence tests: WLB, Job Satisfaction, and Turnover Intention. According to Hair et al. (2022:234), this test determines whether the relationship between variables is a full or partial mediation, depending on the significance of the indirect and direct influences being tested. By examining these three



influence tests, researchers can determine the most appropriate mediation model for this study.

RESULTS OF STUDY

The questionnaire was distributed via Google Forms to 127 samples; however, only 121 respondents completed the form, resulting in a return rate of 95.27%. Descriptive analysis was conducted to determine the criteria of respondents' responses to the statements contained in the questionnaire.

Table 7 – Respondent Characteristics

No.	Characteristics	Category (year)	Number of Samples	Percentage
1	Age	21-30	4	3,31%
		31-40	42	34,71%
		41-50	52	42,97%
		> 50	23	19,01%
2	Gender	Man	93	76,86%
		Woman	28	23,14%
3	Years of service	6-10 years	15	12,40%
		11-15 years	21	17,36%
		> 15 years	85	70,25%
		Amount	121	100,00%
4	Last Education	Elementary school	2	1,65%
		Junior high school	8	6,61%
		High school/equivalent	87	71,90%
		Diploma	17	14,05%
		Bachelor's degree (S1)	6	4,96%
		Master's degree (S2)	1	0,83%
		Amount	121	100,00%
5	Marital Status	Single	8	6,61%
		Married	113	93,39%
6	Position	Head of Division	9	7,44%
		Supervisor	11	9,09%
		Staff/Officer	101	83,47%
		Amount	121	100,00%

Source: Data processed, 2025.

Most respondents are workers aged 41-50 (42,97%), while only 3,31% are workers aged 21-30 years. Most respondents are male (76,86%) and have more than 15 years of work experience (70,25%), indicating significant work experience. Most respondents' highest level of education is high school or equivalent (71,90%), with only 1% holding a Master's degree. Most respondents are married (93,39%), indicating the need for company policies that support WLB. The majority of workers hold positions as staff/officers (83,47%), followed by supervisors (9,09%) and division heads (7,44%). These age and marital status characteristics suggest that most respondents are in a stable career phase and have significant responsibilities for their work and personal lives, highlighting the importance of company policies that balance work and personal lives.

Table 8 – Description of Respondents' Responses (Turnover Intention)

No	Item	Frequency of Respondents' Responses					Average	Description
		SA	A	N	D	SD		
1	Y ₁	22	46	22	20	11	3,40	Fairly High
2	Y ₂	26	30	39	16	10	3,38	Fairly High
3	Y ₃	28	28	37	20	8	3,40	Fairly High
4	Y ₄	30	27	28	21	15	3,30	Fairly High
5	Y ₅	19	48	23	22	9	3,38	Fairly High
Average respondents' response toward the Turnover Intention							3,37	Fairly High

Source: Data processed, 2025.



The average scores of respondents' responses to the items of the turnover intention variable, which reached a value of 3.37. This indicates that, on average, respondents have a fairly high perception of turnover intention or the intention to leave their current workplace. Items one and three recorded the highest average scores of 3.40 (fairly high). These results suggest that employees tend to inquire with friends or contacts about other job opportunities and intend to leave their current workplace within the next six months. Item number four showed the lowest average score of 3.30 (categorized as Fairly High). This result indicates that although statement item four had the lowest average score among the other turnover intention items, employees still tended to have a moderately high perception of the intention to find out whether a similar position is available at another company.

Table 9 – Description of Respondents' Responses (Job Satisfaction)

No	Item	Frequency of Respondents' Responses					Average	Description
		SA	A	N	D	SD		
1	Z ₁	15	18	16	14	16	2,84	Fairly High
2	Z ₂	24	9	22	24	24	2,66	Fairly High
3	Z ₃	33	32	30	30	28	2,80	Fairly High
4	Z ₄	25	38	28	28	28	2,79	Fairly High
5	Z ₅	24	24	25	25	25	2,82	Fairly High
Average respondents' response toward the Job Satisfaction							2,78	Fairly High

Source: Data processed, 2025.

The average scores of respondents' responses to the items of the job satisfaction variable, which reached a value of 2.78. This indicates that, on average, respondents have a fairly high perception of job satisfaction. Item number one recorded the highest average score of 2.84 (categorized as fairly high). This result indicates that employees feel fairly satisfied with the type of work they perform. Respondents generally like the nature of their job, although their level of job satisfaction has not yet reached a high level. Item number two showed the lowest average score of 2.66. Although it had the lowest score among all job satisfaction items, this result suggests that employees still perceive themselves as fairly satisfied with their ability to perform better than other workers, even though their overall job satisfaction has not reached a high level.

Table 10 – Description of Respondents' Responses (Work-Life Balance)

No	Item	Frequency of Respondents' Responses					Average	Description
		SA	A	N	D	SD		
1	X ₁	6	17	23	60	15	2,50	Fairly High
2	X ₂	9	29	22	53	8	2,82	Fairly High
3	X ₃	8	26	32	44	11	2,80	Fairly High
4	X ₄	4	24	37	44	12	2,70	Fairly High
5	X ₅	10	21	21	53	16	2,64	Fairly High
6	X ₆	8	20	35	50	8	2,75	Fairly High
7	X ₇	5	27	33	47	9	2,77	Fairly High
8	X ₈	10	21	35	41	14	2,77	Fairly High
9	X ₉	6	29	20	55	11	2,70	Fairly High
Average respondents' response toward the Work-Life Balance							2,72	Fairly High

Source: Data processed, 2025.

The average score of respondents' responses to the items related to the Work-Life Balance (WLB) variable, which amounted to 2.72. This indicates that, on average, respondents were categorized as having a moderate perception of WLB, or in other words, respondents generally perceived themselves as moderately capable of balancing their job responsibilities with personal interests outside of work. Item number two recorded the highest average score of 2.82 (Fairly High). This result suggests that employees perceived themselves as reasonably capable and balanced in managing their time effectively to complete all work tasks. Item one showed the lowest average score of 2.50 (Fairly High). Although this item had the lowest score among all WLB items, it still indicates that employees



generally maintained a moderate perception of their ability to balance work time with time spent with family.

The study employed data analysis techniques in the form of a variance-based structural equation model or component-based SEM (Partial Least Squares Structural Equation Modeling). Figure 2 shows that all p-values are less than 0.05, indicating that all indicators are significantly related to their respective latent variables, and the relationships between variables also have a significant influence. The loading factor values range from 0.703 to 0.877, indicating that the indicators in the model have good convergent validity, thus allowing the model to proceed with structural model evaluation analysis. The R-square (R^2) value indicates the proportion of variable variability that can be explained by exogenous variables in the model. Turnover Intention variable has an R^2 value of 0.682, meaning that the model can explain 68.2% of its variance. In contrast, Job Satisfaction has an R^2 value of 0.440, meaning that the WLB variable explains 44% of the variance in Job Satisfaction.

Data analysis was conducted using SMART PLS v4.1.0.8 software. Figure 2 in the menu shows the results of data analysis on the measurement model (outer model):

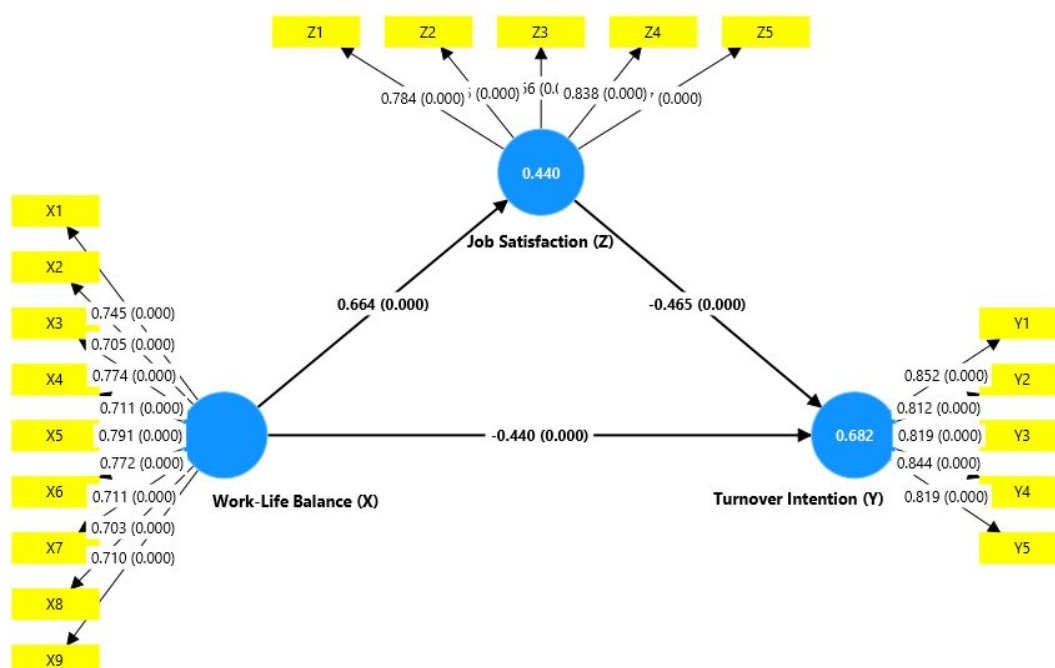


Figure 2 – Structural Model (Inner Model)

Q-Square Predictive Relevance (Q^2) illustrates how effectively the model can predict unobserved data. The calculated Q^2 value is 0.822, which indicates that this model has good predictive relevance and can explain 82.2% of the existing information.

Hypothesis testing uses the PLS-SEM method to examine the direct and indirect effects between variables. The t-test results demonstrate that all direct relationships between variables are significant, with t-statistics values exceeding the t-table value and p-values less than 0.05. This signifies that all direct relationships between the variables are statistically significant. The direct effect of WLB on turnover intention was negative, with a t-statistic value of 5.153 and a p-value of 0.000. This indicates that WLB has a significant effect on turnover intention. F-square (F^2) shows a value of 0.340, indicating that the WLB moderately affects the turnover intention. These results support the Traditional Turnover Theory, which posits that employees who balance work and personal life tend to have higher organizational commitment, reducing their intention to leave the job.

Furthermore, the effect of job satisfaction on turnover intention was also negative, with a t-statistic of 5.670 and a p-value of 0.000, indicating that job satisfaction significantly reduces turnover intention. F-square (F^2) shows a value of 0.381, indicating that job satisfaction moderately affects turnover intention. The positive effect of WLB on job



satisfaction was found with a t-statistic value of 12.872 and a p-value of 0.000, indicating that WLB has a significant effect on increasing job satisfaction. F-square (F^2) shows a value of 0.787 for the effect of the WLB variable on the job satisfaction variable, indicating that WLB has a strong or substantial effect on job satisfaction. These results also support the Traditional Turnover Theory, which states that employees with a good WLB are more likely to feel satisfied with their jobs.

Table 11 – Results of the Direct Influence Test

Description	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Hypothesis Accepted/ Not Accepted	F-square
Work-Life Balance (X) → Turnover Intention (Y)	-0,440	0,085	5,153	0,000	Accepted	0,340
Job Satisfaction (Z) → Turnover Intention (Y)	-0,465	0,082	5,670	0,000	Accepted	0,381
Work-Life Balance (X) → Job Satisfaction (Z)	0,664	0,052	12,872	0,000	Accepted	0,787

Source: Data processed, 2025.

The mediating variables were tested to measure the indirect effect of WLB on turnover intention through job satisfaction. The test results showed that the indirect effect was significant, with a t-statistic value of 4.772 and a p-value of 0.000, indicating that job satisfaction significantly mediates the effect of WLB on turnover intention.

Table 12 – Results of the Indirect Effect Test

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Accepted/ Not Accepted
Work-Life Balance (X) → Job Satisfaction → Turnover Intention (Y)	-0.309	-0.313	0.065	4,772	0,000	Accepted

Source: Data processed, 2025.

The original sample indirect effect value of -0.309 indicates a negative effect between WLB and turnover intention through job satisfaction. The t-statistic value and p-value confirm that this effect is significant. These results support the hypothesis that job satisfaction acts as a mediating variable, mediating the effect of WLB on turnover intention. The mediation type test shows that both direct and indirect effects are significant and lead to a negative relationship, indicating that job satisfaction is a complementary partial mediation between WLB and turnover intention.

Overall, this study's results confirm that WLB has a significant effect on turnover intention, both directly and indirectly through job satisfaction. Employees who perceive a balance between work and personal life are more satisfied with their jobs, reducing their intention to leave the organization. These results significantly contribute to understanding how employee well-being factors, such as WLB and job satisfaction, influence their decision to stay or leave a job.

Lachowicz et al. (2018) state that to measure the effect size of mediation, the Upsilon (V) formula should be used.

Table 13 – Statistics Upsilon (V)

Description	Statistics Upsilon (V)	Result
Work-Life Balance (X) → Job Satisfaction (Z) → Turnover Intention (Y)	$0,664^2 \times -0,465^2 = 0,095$	Small Effect

Source: Data processed, 2025.

The Upsilon (V) statistic is 0.095, meaning job satisfaction mediates the relationship between WLB and turnover intention with a small effect. In other words, job satisfaction has a



small contributing effect in mediating the variation or change of WLB on turnover intention.

The study presents the results of data analysis that are consistent with hypothesis one (H_1), "WLB has a negative and significant effect on turnover intention". These findings align with the research by Ballesteros-Leiva et al. (2023) and Saufi et al. (2023), who also concluded that WLB has a negative and significant impact on turnover intention. Hypothesis two (H_2) is confirmed, "job satisfaction has a negative and significant effect on turnover intention." This finding is consistent with the studies by Kim et al. (2024) and Lei et al. (2024), which state that job satisfaction negatively and significantly impacts turnover intention. Hypothesis three (H_3) is supported, "WLB has a positive and significant effect on job satisfaction." This study's results align with the research by Boakye et al. (2023) and Clercq et al. (2021), which found that WLB positively and significantly affects job satisfaction. Hypothesis four (H_4) is confirmed, "job satisfaction mediates the effect of WLB on turnover intention." These findings are consistent with the research by Dube and Ndofirepi (2024), which showed job satisfaction mediating the relationship between WLB and endogenous variables. Additionally, He et al. (2023) also found that job satisfaction mediates the effect of exogenous variables on turnover intention.

Job satisfaction acts as a partial mediator, meaning it does not fully replace the direct effect of WLB on turnover intention. The direct influence of WLB on turnover intention remains present, while an indirect effect through job satisfaction also exists. Job satisfaction significantly mediates the variation or change in WLB's effect on turnover intention, although the magnitude of this mediation effect is relatively small. Job satisfaction also functions as a complementary mediator, which means there are two simultaneous and mutually reinforcing paths of influence. These two paths do not substitute for one another but complement each other. The first path is a direct effect of WLB on turnover intention, which occurs without any intermediary. The second path is an indirect effect, where WLB influences turnover intention through job satisfaction. In this context, job satisfaction is a mediator that enhances the relationship between WLB and turnover intention but does not completely replace the direct effect. Both paths operate concurrently and contribute significantly to changes in turnover intention.

An increase in WLB leads to higher job satisfaction among company employees. Ultimately, higher job satisfaction reduces employees' intention to leave the organization. These findings confirm the Traditional Turnover Theory, which states that job satisfaction and alternative job opportunities influence an employee's decision to stay with or leave an organization (Bolt et al., 2022). One factor affecting job satisfaction is the employee's ability to balance work responsibilities with personal life obligations, or in other words, achieve WLB (Kim, 2024).

This study has several limitations that can serve as a reference for improving future research. The study was conducted within a limited scope, focusing solely on employees of a single tourism management company. As a result, the findings may differ if applied to other companies or sectors outside the tourism industry. The study was conducted within a specific time frame (cross-sectional), while the environment is dynamic. Therefore, it is recommended that future research be carried out over different periods to capture potential changes over time. The study only examined the variables of WLB as an exogenous variable, job satisfaction (mediating variable), and their influence on turnover intention (endogenous variable). Consequently, the study could not explore other relevant variables and indicators beyond those included in the current model.

Theoretical Implications. The results of this study provide theoretical contributions to the development of human resource management science, particularly about the concept of Traditional Turnover Theory. This study confirms that WLB and job satisfaction play a significant role in influencing employee turnover intention. Employees who perceive that they have a good WLB tend to experience higher job satisfaction, leading to a reduced intention to leave the organization. Additionally, the findings of this study reinforce previous empirical research and introduce a mediation model in the context of turnover intention. The study demonstrates that job satisfaction mediates the relationship between WLB and turnover intention. WLB has a direct effect on turnover intention and an indirect effect through its



impact on job satisfaction. This underscores the importance of WLB in shaping employees' decisions to stay with or leave the organization. From the perspective of human resource management science, the results of this study affirm that WLB is a key factor in enhancing job satisfaction and reducing turnover intention. This finding suggests that human resource management should prioritize and effectively manage WLB, particularly in organizations aiming to reduce employee turnover intention. Management practitioners should develop policies supporting WLB to improve employee well-being.

Practical Implications. Companies can practically utilize the findings as valuable input and consideration in decision-making processes aimed at reducing employees' intention to resign or leave the organization. The results indicate that employees of one of the tourism attraction management companies in Bali perceive their WLB to be relatively high. A WLB categorized as relatively high implies a potential for it to decline if not properly managed. This indicates that employees experience difficulties managing time for their families while working; for example, they may find it challenging to pick up their children during working hours. Employees' perception of job satisfaction is also classified as relatively high. A relatively high level of job satisfaction may decrease if not properly maintained. This shows that some employees may lack self-confidence and doubt their abilities to perform better than their colleagues. For instance, employees may feel inferior due to a lack of recognition or appreciation from their supervisors for their work, leading them to believe they cannot perform better than others. The study also shows that employees' perception of turnover intention is moderately high. This level suggests that, if not addressed, turnover intention has the potential to increase. It reflects that some employees consider leaving their jobs and often seek information about opportunities for similar or better positions elsewhere. These findings highlight the importance of maintaining and enhancing WLB to improve employee job satisfaction. Ultimately, high job satisfaction is expected to reduce employees' turnover intention.

CONCLUSION

The study found that WLB negatively and significantly affects turnover intention. This means that the higher the WLB, the lower the turnover intention and this relationship is statistically significant. Additionally, job satisfaction has a negative and significant effect on turnover intention. The higher the job satisfaction, the lower the turnover intention, and job satisfaction can explain variations in turnover intention. The study further shows that WLB positively and significantly affects job satisfaction. The higher the WLB, the higher the level of job satisfaction. Moreover, job satisfaction is a complementary partial mediation of the effect of WLB on turnover intention. In other words, an increase in WLB leads to increased job satisfaction, which, in turn, reduces turnover intention. Although job satisfaction acts as a mediator, the direct effect of WLB on turnover intention remains.

The company should implement policies that enhance WLB, such as allowing employees to manage family time while working. This can be achieved by granting permission for brief personal errands during work hours and reducing activities that occupy employees' time outside official working hours. The organization should also improve job satisfaction by increasing employees' enjoyment of their work through identifying and nurturing their interests and potential. Creating a comfortable and supportive work environment will help employees find genuine job satisfaction. Additionally, the organization can offer training and development programs to enhance employees' skills, enabling them to perform better than their peers. It is also important to recognize high-performing employees through formal rewards or simple praise from supervisors for adhering to work standards. Moreover, providing continuous training and development opportunities is essential to improve employee competencies and productivity and help employees adapt more easily to internal and external organizational changes. The organization should remain vigilant regarding turnover intention, as some employees have begun inquiring among friends or contacts about job opportunities elsewhere. Employees often explore whether similar positions are available at other companies and may consider contacting recruiters about



alternative employment. To reduce turnover intention, enhancing both WLB and job satisfaction is crucial.

The company should establish open and two-way communication, such as open discussions and one-on-one meetings, to allow employees to express their concerns and provide suggestions. Creating an inclusive and collaborative work environment is also essential. An inclusive work environment ensures that all employees are treated equally regardless of background, gender, age, religion, culture, or ability, making them feel valued, accepted, and given equal opportunities to grow. A collaborative work environment fosters teamwork, mutual assistance, idea-sharing, and collective efforts toward common goals rather than isolated work. The organization can also adopt innovative approaches such as affirmative action policies—special programs designed to provide greater opportunities for employee groups who may have previously faced discrimination. Affirmative action could include free training for employees who lack confidence or feel insecure in their roles and scholarship programs for employees who feel they are not progressing. Lastly, the organization needs to monitor employee well-being by developing systems to track and evaluate welfare through regular surveys to gather feedback directly from employees.

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