



Mediator analysis job satisfaction: The relationship between work life balance and turnover intentions

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ABSTRACT

This study aims to analyze the effect of work-life balance on turnover intention with job satisfaction as a mediating variable in employees of PT San Fang Indonesia. This study used a quantitative approach with saturated sampling techniques involving 95 respondents. Data were collected through a Likert scale questionnaire and analyzed using the PLS-SEM method with SmartPLS 4. The results of the study show that work-life balance has a negative and significant effect on turnover intention, as well as a positive and significant effect on job satisfaction. Job satisfaction has also been shown to have a significant negative effect on turnover intention. In addition, job satisfaction plays a significant mediator in the relationship between work-life balance and turnover intention. These findings indicate that improving work-life balance not only directly decreases employee exit intentions, but also through increased job satisfaction. This research emphasizes the importance of organizational policies that support work-life balance to increase job satisfaction and reduce turnover rates. The results of this study make an empirical contribution to the development of human resource management strategies, especially in the manufacturing sector.

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1. INTRODUCTION

Work-life balance has become a strategic issue in modern human resource management. Especially in the post-pandemic era and digital revolution, the boundaries between employees' work and personal lives are often blurred. Many studies have found that corporate programs that support work/life balance can increase productivity while lowering employee turnover rates (Jackson & Fransman, 2018; Kalev & Dobbin, 2022; Gordon-Shah et al., 2022; Maharani & Tamara, 2024). The importance of this aspect is reflected in a global survey, where around 76% of employees rate work-life balance and work flexibility as the most important factors in their work, while 77% of respondents state working conditions (e.g. flexibility of hours or work location) to be a key element of their well-being (IBM, 2023). In other words, the need for flexibility and sufficient personal time has become an important instrument in maintaining employee loyalty. The economic effects are also real, IBM reports that organizations that truly care about their team's experience, including WLB aspects, managed to achieve 32% higher revenue and twice as fast performance as their competitors (IBM, 2023). This condition confirms that the work-life balance policy is not just a moral facility, but

part of an important strategy to maintain the workforce. Many organizations are now adopting flexible leadership styles and policies to improve the overall employee experience. It is in this context that many empirical studies have analyzed the relationship between work-life balance, job satisfaction, and employee exit intentions (Adriano & Callaghan, 2020; Gautam et al., 2025; Maharani & Tamara, 2024). This approach seeks to explore the mechanisms by which these three factors influence each other in modern organizations.

Research shows that WLB can increase employee job satisfaction (Susanto et al., 2022). If employees feel that the company values their personal needs, productivity and loyalty tend to increase. For example, survey results show that work-life balance is one of the top three reasons employees leave their jobs (Maurer, 2024). In the context of satisfaction, work flexibility has been shown to reduce stress and strengthen work motivation. Employees are more likely to feel satisfied when the company doesn't require them to sacrifice their personal lives for work. So that WLB is not just an increase in comfort, but one of the determinants of the level of happiness and engagement of employees in the workplace. This indicates that improving work-life balance is believed to foster job satisfaction and employee attachment to the organization.

Job satisfaction ultimately has a big impact on turnover intention. The higher an employee's satisfaction, the less likely he or she is to want to leave the company. Studies prove that work-life balance has a significant positive effect on job satisfaction (Irawanto et al., 2021) as well as a significant negative effect on employee exit intentions (Bocean et al., 2023). In other words, improving work-life balance directly suppresses employees' desire to resign. In addition, other research shows the importance of managerial attention to satisfaction, Tatel & Wigert (2024) revealed that about 42% of employees who resign believe the company or their manager could actually prevent their departure if they took action early. These findings underscore the importance of organizational interventions in retaining high-risk employees. Communication gaps between managers and employees can make the reason for departure undetectable early. This means that ignoring employee well-being and satisfaction factors can quickly trigger increased turnover. This confirms that maintaining job satisfaction is the main key to retaining the workforce, and work-life balance is one of the important entrances to such efforts.

The current labor market conditions underscore the urgency of this issue. Post-pandemic many workers, especially the younger generation, are demanding greater work flexibility and meaning in their work (Jeong et al., 2025; Waworuntu et al., 2022). This is reinforced by Salsabila's (2023) research, showing that around 75% of Indonesian workers are satisfied with their current jobs, higher than the regional average (57%). This relatively high level of satisfaction is attractive because it is inversely proportional to global concerns about talent retention. However, employee expectations for a more humane workplace make companies more adaptive. The manufacturing industry in particular often faces challenges in ensuring WLB, as long shift demands and tight production targets can trigger work-life conflicts. Studies have shown that excessive workload can erode satisfaction and increase the desire to move jobs. Changing demographics of the workforce (e.g. Generation Z who are tech-savvy and demand flexibility) are further emphasizing changing employee expectations.

The novelty of this research lies in the integration of the mediating role of job satisfaction in the context of the manufacturing industry with a shift-based work system, which has been relatively rarely studied specifically in previous literature. Most previous studies only examine the direct relationship between work-life balance and turnover intention or position job satisfaction as an independent variable, rather than as a mediating psychological mechanism explaining the relationship. Although the relationship between work-life balance, job satisfaction, and turnover intention has been widely studied, several important gaps remain, namely the inconsistency of findings regarding the mediating role of job satisfaction, with some studies showing significant results, while others are weak or insignificant. Furthermore, this study provides a contextual contribution by testing the model at PT San Fang Indonesia, which is characterized by work with

high production pressure and limited work flexibility. This enriches the literature, which has been dominated by the service sector and flexible workers.

Therefore, an in-depth study is necessary for companies to formulate effective retention policies. This is the context behind the importance of this research, which is to understand WLB relationship patterns, job satisfaction, and intention to leave in a real work environment. PT San Fang Indonesia, a synthetic leather manufacturer with a shift work scheme and high output targets, is a case study in this study. The work environment in a global manufacturing company like this demands HR management that is adaptive to the demands of employee engagement. This study chose PT San Fang as the object of study to test the relevance of WLB in the context of manufacturing in Indonesia. The focus of the study was to examine the role of job satisfaction as a mediator in the relationship between WLB and turnover intention.

2. RESEARCH METHOD

This research was designed using a quantitative approach oriented to test causal relationships between variables (Töller, 2012). This approach was chosen because it allows researchers to identify and analyze the direct and indirect influences between work-life balance (Susanto et al., 2022), job satisfaction (Alves et al., 2024), and turnover intention (Ning et al., 2023) empirically and measurably. The research was carried out at PT San Fang Indonesia in the Import Export section with a population of 95 employees. Given the relatively small size of the population, all members of the population were involved as respondents through saturated sampling techniques (Anwar et al., 2023), so that the number of samples used in this study was 95 people.

The data used is primary data collected directly through questionnaire instruments. The statements in the questionnaire are developed with reference to indicators that have been tested in previous studies that are relevant to the variables studied. Each item was measured using a five-level Likert scale, with a range of answers ranging from strongly disagree to strongly agree, in order to capture respondents' perceptions in a more structured manner (Robinson, 2023).

The data analysis process is carried out using the PLS-SEM method which is operated through SmartPLS 4 software. The selection of this method is based on its ability to process complex structural models, accommodates relatively limited sample sizes, and does not require strict assumptions of normal distributions (Nawawi et al., 2025; Sumarjo et al., 2025). The analysis stage includes two main components (Wirtadipura & Wahyudi, 2025), namely measurement model testing and structural modeling. The measurement model test is focused on the assessment of the quality of the instrument, which includes convergent validity, discriminant validity, as well as construct reliability. Meanwhile, structural models were analyzed to determine the strength and direction of relationships between latent variables, including significance testing through bootstrapping procedures as well as evaluation of determination coefficient values (Legate et al., 2023).

3. RESULTS AND DISCUSSIONS

Referring to Table 1 regarding the characteristics of respondents, it can be seen that the distribution of respondents in this study tends to be concentrated in certain categories when viewed from the aspects of gender, age group, and marital status. Based on gender, respondents were dominated by men with a total of 76 people or 80.0%, while women were only 19 people or 20.0%. This proportion suggests that more study participants come from the male workforce. This can describe the real conditions in the work environment studied, where male roles are likely to be more dominant, especially in technical and operational jobs.

In terms of age, most of the respondents were in the age group over 24 years old, which was 61 people or 64.2%. The 22-24 year old age group is 28 people or 29.5%, while the youngest age group is 19-21 years old only consists of 6 people or 6.3%. This composition indicates that respondents are generally in the relatively mature phase of productive age. At this stage, individuals usually have more adequate work experience as well as a better understanding of organizational dynamics. This maturity is also often associated with increased responsibility, commitment to work, and the ability to adapt to changes in the work environment. Furthermore, when viewed from marital status, the

majority of respondents are married individuals, namely 70 people or 73.7%, while unmarried people amount to 25 people or 26.3%. The dominance of respondents who are already married shows that most of the workforce has broader social responsibilities outside of work. This condition has the potential to affect work attitudes, such as loyalty levels, the need for job security, and the importance of maintaining a balance between work and personal life.

Table 1. Respondent characteristics

Characteristics	Total	Percentage
Gender		
Male	76	80,0
Female	19	20,0
Age		
19–21 years	6	6,3
22–24 years	28	29,5
>24 years	61	64,2
Status		
Single	25	26,3
Married	70	73,7

In this study, each variable is measured using operational indicators that comprehensively represent its conceptual aspects. The work-life balance variable is measured through an individual's ability to maintain a balance between work and personal life, as reflected in sufficient time for family and friends, the availability of time to complete personal affairs, and the ability to fulfill personal interests or concerns. Furthermore, the job satisfaction variable is measured based on an individual's affective and cognitive evaluation of their work, which includes overall satisfaction with the job, the level of congruence between expectations and the reality of the work being undertaken, and the emergence of positive feelings or emotional attitudes toward the job. The turnover intention variable is measured through indicators that reflect an individual's tendency to leave the organization, namely the emergence of thoughts of leaving the current job, the existence of a concrete plan to find a new job within a certain period, and the individual's readiness to actually leave the job if a better opportunity arises. These three variables are measured using a Likert-based scale instrument that has been adapted to the research context.

Referring to Table 2 regarding the results of the validity and reliability test, it can be concluded that the measurement model (outer model) used in this study has generally met the set requirements. This can be seen from the fulfillment of convergent validity criteria and the internal consistency of the construct. In the Job Satisfaction construct, the outer loading value of each indicator is in the range of 0.699 to 0.831. The JS1 indicator showed the strongest contribution with a value of 0.831, so it can be considered the most capable of representing the variable of job satisfaction. Meanwhile, JS2 (0.720) and JS3 (0.699) are still in the acceptable category, although JS3 is slightly below the ideal threshold of 0.70 so it is worth further review. An AVE value of 0.543 indicates that this variable has met the criteria for convergent validity because it exceeds the minimum limit of 0.50. In terms of reliability, Cronbach's alpha of 0.601 and composite reliability of 0.752 indicate that the level of internal consistency of the construct is adequate, especially for developmental or exploratory research. The R-square value of 0.387 indicates that the variation in job satisfaction can be explained by other variables in the model of 38.7%, which falls into the medium category.

For the Turnover Intention construct, the outer loading value of the indicator ranges from 0.666 to 0.858. The TI1 indicator has the highest value (0.858), followed by TI2 of 0.761, while TI3 of 0.666 is still tolerable even though it is below the ideal value. An AVE value of 0.586 indicates that this construct has been able to explain more than half of the variance of the indicator, so that the convergent validity criteria are met. In terms of reliability, Cronbach's alpha value of 0.646 and composite reliability of 0.808 indicate that this construct has a good level of reliability. The R-square value of 0.449 indicates that the Turnover Intention variable can be explained by an independent

variable in the model of 44.9%, which reflects a fairly strong explainability of the model. Meanwhile, in the Work Life Balance construct, the outer loading value is in the range of 0.658 to 0.785. The WLB₃ indicator contributed the most with a value of 0.785, followed by WLB₁ (0.689) and WLB₂ (0.658). Even though there are indicators with values below 0.70, the overall indicator can still be maintained because the AVE value of 0.559 has met the minimum criteria, so that the validity of the convergence is maintained. In terms of reliability, Cronbach's alpha value of 0.782 and composite reliability of 0.822 indicate that this construct has a high level of internal consistency and is reliable.

Table 2. Validity and reliability

Variable/ Indicator	Outer Loadings	Cronbach's alpha	Composite reliability	AVE	R-square
Job Satisfaction		0,601	0,752	0,543	0,387
JS ₁	0,831				
JS ₂	0,720				
JS ₃	0,699				
Turnover Intention		0,646	0,808	0,586	0,449
TI ₁	0,858				
TI ₂	0,761				
TI ₃	0,666				
Work Life Balance		0,782	0,822	0,559	
WLB ₁	0,689				
WLB ₂	0,658				
WLB ₃	0,785				

Referring to Table 3 regarding hypothesis testing, the results of the analysis show that all relationships between variables in this research model have statistical significance, so that the proposed hypothesis is acceptable. This can be seen from the T-statistical values that exceed the critical limit and the P-values that are below the significance level of 0.05 (Hair et al., 2022).

The relationship between work-life balance and turnover intention showed a coefficient of -0.062 with a T-value of 2.402 and a P-value of 0.007. A negative coefficient indicates that the better the work-life balance that employees feel, the tendency to quit the organization will decrease. Furthermore, the relatively small coefficient value (-0.062) indicates that the direct effect of work-life balance on turnover intention is weak in practice, although statistically significant. This indicates that work-life balance is not the primary factor directly determining turnover intention, but rather exerts a greater influence through the mediating variable, namely job satisfaction. Although the effect was relatively small, these results were still statistically significant, suggesting that work-life balance has a role in suppressing turnover intentions. Furthermore, the effect of work life balance on job satisfaction produced a positive coefficient of 0.422, with a T-statistical value of 2.913 and a P-value of 0.004. These findings suggest that improved work-life balance contributes positively to increased employee job satisfaction. This means that when individuals are able to manage the demands of work and personal life in a balanced manner, the level of job satisfaction tends to increase.

In the relationship between job satisfaction and turnover intention, a coefficient of -0.187 was obtained with a T-statistic value of 5.451 and a P-value of 0.000. This value shows a significant negative influence and is relatively stronger than the direct relationship between work life balance and turnover intention. Thus, the higher the level of job satisfaction that employees feel, the lower their desire to leave the organization. Furthermore, indirect effect testing showed that Work Life Balance had an effect on Turnover Intention through Job Satisfaction with a coefficient of -0.025, T-statistics value of 2.080, and P-values of 0.010. These results confirm the mediating role of job satisfaction in the relationship. In other words, work-life balance not only has a direct impact on reducing turnover intention, but also indirectly through increasing job satisfaction.

Table 3. Hypothesis

Hypothesis	Original sample	T statistics	P values
Work Life Balance -> Turnover Intention	-0,062	2,402	0,007

Hypothesis	Original sample	T statistics	P values
Work Life Balance -> Job Satisfaction	0,422	2,913	0,004
Job Satisfaction -> Turnover Intention	-0,187	5,451	0,000
Work Life Balance -> Job Satisfaction -> Turnover Intention	-0,025	2,080	0,010

Work Life Balance and Turnover Intentions

The findings of this study show that work life balance has a negative and significant influence on turnover intention. This means that the better the work-life balance felt by employees, the lower their desire to leave the organization. These results indicate that role balance is a crucial factor in shaping an individual's decision to stay or leave the company. Conceptually, this condition can be understood as a form of fulfilling the psychological and social needs of employees, thereby reducing pressure and role conflicts that often trigger the intention to leave work. In other words, work-life balance acts as a protective mechanism that maintains the stability of the relationship between employees and the organization.

From a theoretical perspective, this finding is in line with the Job Demands-Resources (JD-R) Theory framework which explains that work-life balance can function as a resource that is able to reduce the negative impact of job demands. When employees have a good balance, they tend to have lower stress levels, higher psychological well-being, as well as stronger organizational commitment. Conversely, an imbalance between work and personal life will increase role conflicts, emotional burnout, and ultimately encourage the emergence of intentions to leave the organization. This is reinforced by the findings that failure to maintain work-life balance can increase turnover intention because it decreases employee satisfaction and well-being.

The results of this study are also consistent with previous research which shows that work-life balance has a negative effect on turnover intention. A study by Maharani & Tamara (2024) found that there is a direct relationship between work-life balance and turnover intention, where a better balance decreases employees' desire to leave the organization. In addition, the study also shows that job satisfaction plays a role as a mediator that strengthens the relationship. These findings strengthen the argument that work-life balance not only has a direct impact, but also works through other psychological variables such as job satisfaction in suppressing turnover intention. Thus, the results of this study not only confirm the relationship that already exists, but also emphasize the importance of work-life balance as a key determinant in employee retention behavior.

Furthermore, the results of this study are also supported by research by Alves et al. (2024) which shows that work-life balance is directly able to reduce turnover intention, especially in the context of organizations with high work demands such as audit companies. In the study, it was explained that work-life imbalances due to high workloads can increase employees' desire to leave the organization. Conversely, when organizations are able to create working conditions that allow employees to maintain a work-life balance, the desire to leave can be significantly suppressed. This reinforces the relevance of this research's findings in the context of the modern world of work which is increasingly dynamic and demands high flexibility.

Work Life Balance and Job Satisfaction

The results of this study show that WLB has a positive and significant effect on job satisfaction. These findings indicate that the better the employee's ability to balance the demands of work and personal life, the higher the level of job satisfaction they feel. Conceptually, this confirms that the balance between professional and personal roles is not only an individual need, but also a strategic factor that determines the quality of one's work experience. In this context, job satisfaction is influenced not only by the intrinsic aspects of the job, but also by the extent to which the job allows the individual to live a balanced and meaningful life.

Work-life balance can be seen as an important form of psychological and social resource, as it allows individuals to avoid role conflicts and emotional exhaustion. When employees have a good work-life balance, they tend to experience less stress, have more energy, and are able to maintain a positive emotional state. This condition ultimately contributes to increased job satisfaction. This is in

line with the findings in the research of Dorta-Afonso et al. (2025) which affirm that the availability of organizational and personal resources, including work-life balance, can improve employee welfare and job satisfaction through *the* resource gain mechanism. In addition, the results of this study are also relevant to the dynamics of the modern world of work which is increasingly complex, especially after digital transformation and changes in work patterns such as remote working and hybrid working. In these conditions, the boundaries between work and personal life become increasingly blurred, so the individual's ability to manage balance becomes crucial.

A systematic study by Gaur & Tarkar (2025) shows that work-life balance has a close relationship with job satisfaction in various sectors and countries, and is one of the main determinants of employee well-being. The research also confirms that organizational policies such as work flexibility, managerial support, and employee well-being programs play an important role in improving work-life balance and ultimately impact job satisfaction. Furthermore, the results of this study are strengthened by other empirical findings that show that work-life balance directly increases job satisfaction. Research by Prasad C V & Pasupathi (2025) found a significant positive relationship between work-life balance and job satisfaction in teaching staff, suggesting that individuals who are able to manage work-life demands in a balanced manner tend to have higher levels of job satisfaction. This is due to reduced psychological stress, improved quality of life, and a feeling of control over the life lived. In other words, work-life balance not only serves as a balancer, but also as a factor that strengthens an individual's emotional attachment to his or her work.

Job Satisfaction and Turnover Intention

The results of this study show that job satisfaction has a significant negative effect on turnover intention, which means that the higher the level of job satisfaction felt by employees, the lower their tendency to leave the organization. These findings indicate that job satisfaction is not only an indicator of employee psychological well-being, but is also an important determinant in maintaining workforce stability within the organization. Conceptually, this relationship confirms that an individual's decision to stay or leave the organization is strongly influenced by an affective evaluation of his or her work.

Employees who feel satisfied with their work will be more likely to reciprocate the organization's positive treatment with loyalty and commitment, thus reducing the intention to leave. Meanwhile, job satisfaction is seen as a valuable psychological resource; When individuals have sufficient resources (e.g., job satisfaction, rewards, and comfort), they will seek to maintain them by staying within the organization. Conversely, when job satisfaction is low, individuals experience a "resource loss" that prompts them to look for other job alternatives. The findings of this study are consistent with various previous studies. A study by Bai & Zhou (2025) shows that job satisfaction has a negative impact on turnover intention, where an increase in job satisfaction significantly decreases employees' desire to leave. In a different context, research by O'Callaghan & Sadath (2025) on nurses in Ireland also found that low job satisfaction levels were significantly correlated with high intention to leave. This shows that the negative relationship between job satisfaction and turnover intention is consistent across sectors, both in the service industry, health, and other sectors.

Research by Zhang et al. (2025) in the construction industry reinforces these findings by showing that job satisfaction is an important predictor that significantly lowers turnover intention. The study also emphasizes that dimensions of job satisfaction such as interpersonal relationships, leadership, and career development opportunities play a role in shaping employees' decisions to stay afloat. The results of this study not only confirm previous findings, but also expand the understanding that these relationships are universal in various industry contexts.

Job Satisfaction Mediates Work Life Balance and Turnover Intentions

The findings of this study show that job satisfaction plays a role as a negative and significant mediator in the relationship between work-life balance and turnover intention. Substantively, this result means that work-life balance does not directly suppress employees' desire to leave, but rather works through increased job satisfaction, which ultimately lowers turnover intention. In other words,

the better the work-life balance that employees feel, the higher the level of job satisfaction, and this condition significantly reduces the intention to leave the organization. The results of this study are in line with various previous studies. Research by Soleha & Wulandaru (2025) found that job satisfaction mediates the relationship between work-life balance and turnover intention with a significant negative coefficient, suggesting that improving work-life balance indirectly decreases intention to exit through job satisfaction. Similar findings are also confirmed by Karolina & Saryatmo (2024) who stated that work-life balance has an effect on turnover intention through job satisfaction as a mediating variable in Generation Z employees. Turnover intention, thereby strengthening the position of job satisfaction as a key variable in employee retention.

However, there are also studies that show different results. For example, a study by Charwin and Setyawan (2025) found that job satisfaction does not always successfully mediate the relationship between work-life balance and turnover intention in certain contexts, such as differences in organizational culture or industry characteristics. In fact, some studies have shown that work-life balance has no direct influence on turnover intention, so the role of mediation becomes very contextual and depends on other factors such as organizational fairness or career opportunities. This difference indicates that the relationship between variables is dynamic and is influenced by the conditions of the work environment and the characteristics of the workforce.

The mediating role of job satisfaction demonstrates that employee retention strategies should not focus solely on structurally improving work-life balance; they must also ensure that these policies truly enhance the employee work experience. Practically, work flexibility programs need to be accompanied by improvements in the quality of the work environment, enhanced rewards, positive work relationships, and superior support. Therefore, retention strategies should be oriented toward employee experience, not merely administrative policies. This confirms that work-life balance will be effective in reducing turnover intention if it can enhance job satisfaction as a psychological mediator.

4. CONCLUSION

This study shows that work-life balance has an important role in reducing turnover intention. Employees who are able to balance the demands of work and personal life tend to have a lower desire to leave the organization. This shows that the balance is not just a preference, but a psychological necessity that contributes to the stability of the individual. When role conflicts can be minimized, work pressure is reduced, so the urge to look for other jobs also decreases. These findings are in line with the Job Demands-Resources (JD-R) Theory which places work-life balance as a work resource that helps individuals cope with job demands. The availability of these resources allows employees to maintain better psychological conditions, reduce emotional fatigue, and improve adaptability. On the contrary, the imbalance will magnify the pressure which ultimately triggers the intention to exit. Thus, work-life balance is a strategic factor in managing employee retention. This research also contributes to the development of JD-R theory by confirming that work-life balance acts as a job resource, job satisfaction as a psychological mechanism (personal resource), and turnover intention as an outcome of resource imbalance. These findings expand the JD-R perspective by demonstrating that the relationship between resources and outcomes is not always direct but is often mediated by psychological variables. Thus, job satisfaction plays a key role in explaining how job resources influence an individual's decision to stay or leave an organization.

In addition, this study found that work-life balance has a positive effect on job satisfaction. This indicates that work experience is not only determined by the aspect of the job itself, but also by the individual's ability to maintain a life balance. Employees who are able to manage roles proportionally tend to have more stable emotional states, lower stress levels, and more positive perceptions of their work. In the context of modern work that is increasingly flexible, this ability to maintain balance is becoming increasingly important. Furthermore, job satisfaction has been shown to have a negative effect on turnover intention. Satisfied employees tend to have a stronger emotional attachment to the organization, resulting in lower desire to leave. On the contrary,

dissatisfaction will encourage individuals to look for other job alternatives. Job satisfaction in this case can be seen as a psychological resource that the individual wants to maintain.

The main finding of this study is the role of job satisfaction as a mediator in the relationship between work life balance and turnover intention. The influence of work-life balance on exit intentions does not occur directly, but through increased job satisfaction. This shows that the effectiveness of work-life balance in suppressing turnover intention is highly dependent on its ability to increase job satisfaction. However, this relationship is contextual. Variations in results in other studies suggest that factors such as organizational culture and job characteristics can influence the strength of those relationships. Therefore, understanding turnover intention needs to consider psychological dynamics and organizational context more comprehensively. Strategic recommendations that companies can implement include implementing limited shift-based work flexibility, developing employee well-being programs, improving leadership and superior communication, providing recognition and rewards for work, and regularly monitoring job satisfaction. This strategy emphasizes that employee retention efforts cannot rely solely on formal policies but must focus on the work experience experienced directly by employees, thereby increasing job satisfaction and reducing the tendency to leave the organization.

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