

The Effect of Work-Life Balance on Turnover Intention with Job Satisfaction as an Intervening Variable

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Abstract: *This study aims to examine the effect of work-life balance on turnover intention, with job satisfaction serving as an intervening variable among millennial employees. A quantitative descriptive approach was employed using a saturated sampling technique, whereby the entire population was included as the research sample. Data were collected through interval-scale questionnaires distributed to 73 millennial employees of PT Nikomas Gemilang, C2B Production Division. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.1.1.2. The findings reveal that work-life balance has a negative and significant effect on turnover intention, indicating that a better balance between work and personal life reduces employees' intention to leave the organization. Furthermore, work-life balance has a positive and significant effect on job satisfaction, suggesting that employees who experience a healthier balance between their professional and personal lives tend to report higher levels of job satisfaction. However, job satisfaction was found to have no significant effect on turnover intention. In addition, the mediation analysis demonstrates that job satisfaction does not significantly mediate the relationship between work-life balance and turnover intention. These findings indicate that work-life balance plays a more direct and substantial role in reducing turnover intention among millennial employees than through the mechanism of job satisfaction. This study contributes to the human resource management literature by highlighting the importance of organizational policies that support work-life balance as an effective strategy for employee retention and workforce sustainability.*

INTRODUCTION

The millennial generation, born amidst rapid technological advancement and socioeconomic shifts, is widely recognized for its unique values and expectations. This cohort places high importance on challenges, creativity, flexibility, and continuous professional development. One critical aspect highly valued by millennials is achieving a satisfactory balance between work responsibilities and personal life. A growing body of evidence suggests that millennial are more likely than previous generations to contemplate leaving their jobs if their

expectations regarding work-life balance, fair compensation, and positive social relationships within the workplace are unmet (Sударusman, 2022) (Prawitasari, 2016). This phenomenon is especially significant in regions such as Banten Province, Indonesia, where millennials constitute over 40% of the population according to recent statistics (BPS Banten, 2023). As such, their turnover intentions represent a pressing concern for organizations aiming to retain this vital segment of the workforce.

Turnover intention, defined as an employee's conscious desire or plan to quit their current organization, poses substantial challenges to companies by disrupting operational continuity, eroding institutional knowledge, and imposing direct and indirect financial costs related to recruitment, training, and lost productivity (Geofanny et al., 2022). Companies such as PT Nikomas Gemilang, one of the largest manufacturing employers in Banten with thousands of millennial workers, exemplifies these challenges. The company has experienced consistent turnover risks within its production divisions, with turnover rates hovering near 9-10% annually in the cutting C2B section, illustrating the difficulty in maintaining a stable workforce amidst evolving employee expectations (Internal HRD data, PT. Nikomas Gemilang CNBC Indonesia, 2023).

Table 1. Recapitulation of Employee Turnover Production Division, Cutting C2B Section

Years	Employees	Employees Who Have Joined but Intend to Leave	Employees who Have Left	Turnover Rate (%)
2022	102	24	10	9,80%
2023	87	20	8	9,10%
2024	73	18	7	9,50%

Source: Interna HRD Data PT. Nikomas Gemilang

Work-life balance (WLB) is generally conceptualized as an employee's ability to effectively distribute time and energy between professional duties and personal life without excessive conflict or sacrifice (Nurdin & Rohaeni, 2020) (Novitasari & Dessyarti, 2022). An optimal work-life balance positively influences employee's psychological well-being, job satisfaction, and engagement, thus reducing turnover intention. Conversely, work-life imbalance leads to stress, burnout, dissatisfaction, and greater inclination to leave organization. Job satisfaction, defined by employee's positive attitudes and emotional responses toward their work environment, compensation structures, career opportunities, and workplace relationships, plays an equally critical role in employee retention (Priansa, 2016) (Sunarta, 2019).

Their interplay between work-life balance and job satisfaction has been widely studied, yet the mediating role of job satisfaction in influencing turnover intention remains a debated topic, especially within the millennial demographic. Some studies find that job satisfaction significantly mediates the relationship between work-life balance and turnover intention, thereby serving as a conduit through which work-life balance reduces turnover risk (Oosthuizen et al., 2016) (Agha et al., 2017). Other investigations, however, yield contradictory results, indicating that job satisfaction may not significantly mediate this relationship, pointing to the presence of other moderating or mediating factors that influence millennial turnover behavior (Cronley & Kim, 2017; Yang et al., 2024).

Given these inconclusive findings and the growing importance of maintaining millennial talent, this study seeks to investigate the direct effects of work-life balance on both turnover intention and job satisfaction, as well as to examine the mediating role of job satisfaction within this relationship in the context of PT. Nikomas Gemilang's millennial production workforce. Understanding these dynamics will both advance theoretical frameworks in human resource

management and provide actionable insights for organizations aiming to improve workforce stability through targeted interventions on work-life balance and job satisfaction among millennials in manufacturing environments.

LITERATURE REVIEW

Work-Life Balance

Work-life balance (WLB) is broadly defined as the condition in which individuals effectively manage their time, energy, and attention between their work responsibilities and personal life without experiencing significant conflict (Nurdin & Rohaeni, 2020). This concept emphasizes a harmonious state wherein the demands of professional duties and non-work roles coexist in a balanced manner, reducing stress and enhancing overall well-being. (Novitasari & Dessyarti, 2022) elaborate on WLB as an integrative approach that encompasses multiple life domains including work, social activities, family obligations, spirituality, and personal interests, ensuring that none is neglected in pursuit of equilibrium.

From an empirical perspective, (Buchheit et al., 2016) characterize work-life balance as the degree to which individuals feel satisfied with their ability to manage professional duties alongside family and personal commitments. Achieving such satisfaction requires minimizing conflicting demands that arise from competing roles, which consequently improves productivity, job satisfaction, and happiness while reducing stress levels. Contemporary studies such as by (Gautam et al., 2025) and (Shirmohammadi et al., 2022) further discuss WLB complexities in modern work scenarios like remote work or work-from-home arrangements. While increased autonomy and flexibility may enhance individual control over work schedules, these setups also blur physical and psychological boundaries between work and home life, potentially intensifying role conflicts and stress.

Nurdin & Rohaeni (2020) offer a useful framework by categorizing work-life balance into six measurable dimensions that capture its multifaceted nature:

1. Time management balance – the ability to allocate sufficient and effective time between work duties and personal activities.
2. Involvement balance – sustained engagement and participation in both professional and personal roles.
3. Expectation fulfilment balance – capacity to meet demands and expectations from work and non-work spheres satisfactorily.
4. Satisfaction balance – the emotional contentment derived equally from professional achievement and personal life.
5. Commitment balance – equitable dedication to professional responsibilities and personal/family obligations.
6. Social interaction balance – maintaining healthy social relationships across work and personal environments.

These dimensions collectively illustrate the dynamic and comprehensive nature of balancing dual roles, which is critically linked to mental health maintenance, enhanced job performance, and improved overall quality of life. Extensive research supports the importance of these facets, showing that imbalances contribute to increased burnout, lower job satisfaction, and higher turnover intentions among employees across various sectors and demographics.

Moreover, literature identifies work-life balance as not a static state but a continuous process shaped by personal preferences, organizational culture, societal norms, and evolving job demands. Strategies to promote WLB include flexible working hours, telecommunicating options.

Supportive management practices, and organizational policies that recognize and accommodate employees' non-work responsibilities. Such initiatives have been demonstrated to foster not only employee well-being but also organizational effectiveness through increased motivation, loyalty, and reduced absenteeism.

In summary, work-life balance is a critical construct encompassing time, emotional, and behavioral management across life's domains. Its achievement is associated with numerous individual and organizational benefits, yet it faces novel challenges in today's flexible and technologically-mediated work contexts. Understanding and operationalizing its multidimensional components is essential for developing effective interventions aimed at promoting sustainable work environments and healthier, more satisfied employees.

Turnover Intention

Turnover intention refers to an employee's conscious and deliberate willingness or plan to leave their current organizations (Setiawan & Putra, 2016). It is widely regarded as a crucial precursor to actual employee turnover and serves as an essential indicator of an organization's health and stability. The construct captures not only the thought processes but also the behavioral predispositions preceding an employee's decision to exit, making it a valuable metric for predicting workforce fluctuations.

Turnover intention can originate from numerous underlying causes, including dissatisfaction with job roles, inadequate working condition, lack of career progression, poor organizational culture, or the allure of better employment opportunities elsewhere (Nurhayati, 2024) (Octaviani & Hartijasti, 2016) identify several key indicators of turnover intention, such as the desire to leave the company, active job searching behavior, intent to resign in the near future, declining organizational loyalty, experiencing workload imbalances, and cultural mismatches between employee values and organizational norms.

The implication of high turnover intention are far-reaching, as it not only threatens organizational continuity and performance but also imposes significant financial burdens related to the recruitment, selection, and training of new employees, as well as losses in productivity and institutional knowledge (Geofanny et al., 2022). Particularly within the millennial workforce, turnover intention tends to be elevated due to this generation's higher mobility, elevated career expectations, and preference for meaningful and flexible work arrangements (Prawitasari, 2016).

Extensive research has demonstrated that turnover intention is influenced by a variety of job-related and personal factors. Job dissatisfaction, often stemming from unmet expectation regarding compensation, job security, or managerial support, consistently predicts higher turnover intention. Similarly, an unfavorable work environment characterized by poor communication, high stress, inadequate recognition, and cultural conflicts amplifies employees' intent to leave.

Furthermore, empirical studies highlight the mediating and moderating roles of variables such as job satisfaction, organizational commitment, and work-life balance in shaping turnover intention, for instance, satisfied employees typically exhibit lower turnover intention, as job satisfaction positively influences their emotional attachment and loyalty to the company (Kamara et al., 2023). Conversely, inadequate work-life balance can fuel turnover intention by exacerbating work-related stress and diminishing overall well-being.

In conclusion, turnover intention represents a complex, multi-dimensional phenomenon that reflects employees' psychological and cognitive evaluations of their workplace experiences and external opportunities. Monitoring and addressing the drivers of turnover intention is critical for organizations aiming to maintain employee retention, reduce turnover costs, and sustain

competitive advantage, especially in industries and regions with high millennial workforce concentrations.

Job Satisfaction

Job satisfaction is defined as the positive or negative evaluative feeling than an employee holds about their job, which arises from their interaction with the work environment and their perceptions of various job roles and characteristics (Piransa, 2016). It is a multifaceted construct that encompasses numerous aspects including pay, promotion opportunities, supervision quality, employee benefits, recognition, established work procedures, coworker relationships, and organizational communication (Sunarta, 2019). Collectively, these elements shape how content and fulfilled an employee feels in their role.

High levels of job satisfaction have been strongly linked with increased employee motivation, enhanced productivity, and greater retention rates within organizations (Fajri et al., 2022). When employees feel satisfied, they are more emotionally attached and committed to their employer, which translates into better performance and reduced turnover intention. According to (Sausan et al., 2021), job satisfaction reflects a mental state shaped by positive attitudes towards job elements, which subsequently influences employees' overall commitment and work performance.

The degree of satisfaction an employee experiences has profound implications on their emotional engagement with the organization, serving as a critical mediator between work-life balance and turnover intention. An employee who perceives their job as rewarding and supportive is less likely to consider leaving, this job satisfaction not only impacts individual well-being but also organizational stability and success.

Furthermore, contemporary research highlights several core components that drive job satisfaction. These include fair and competitive compensation aligned with employee contributions, opportunities for career advancement, effective and supportive supervision, recognition of achievements, clarity and fairness in job roles and procedures, and positive social interactions with colleagues. Organizations that foster a supportive work environment with open communication and equitable policies tend to experience higher job satisfaction levels among employees.

In addition, balancing work and personal life remains a vital factor contributing to job satisfaction. Employers who actively promote work-life balance initiatives such as flexible schedules, remote work options, and sufficient time off demonstrate a commitment to employee well-being, further enhancing job satisfaction and loyalty.

In summary, job satisfaction is a dynamic and complex construct grounded in employees' perceptions of workplace conditions and interpersonal relationships. Its positive influence of motivation, productivity, and retention underscores the importance of cultivating a holistic and supportive work environment to meet employee needs effectively.

Empirical Review and Hypotheses

Empirical evidence extensively supports a negative relationship between work-life balance (WLB) and turnover intention (TI). Multiple studies indicate that employees who perceive a well-maintained balance between their professional and personal lives exhibit significantly lower intentions to leave their organizations. For instance, research by (Chudri Wardana et al., 2020) and (Geofanny et al., 2022) demonstrates that enhancing work-life balance reduces employees' turnover intentions by mitigating work-related stress and increasing overall job satisfaction.

Similarly, studies conducted by (Astuti et al., 2022) and (Bintang et al., 2016) confirm the significant negative effect of WLB on turnover intention across diverse industry settings, including manufacturing and service sectors. These findings underscore the universal importance of promoting work-life harmony to foster employee retention.

However, some research presents a more nuanced perspective, suggesting that while the negative association exist, it may not always reach statistical significance. For example, (Cronley & Kim, 2017) and (Yang et al., 2024) reveal that additional mediating or moderating variables may influence the strength and consistency of this relationship. Factors such as organizational culture, job satisfaction, and employee engagement can modulate how work-life balance impacts turnover intention, highlighting the complex interplay of workplace dynamics.

The positive influence of work-life balance on job satisfaction has also been robustly documented. (Rahmawati & Gunawan, 2019), (Fayyazi & Aslani, 2015) and (Lumunon & Sendow, 2019) report that employees who experience higher levels of work-life balance tend to express greater satisfaction with their jobs. This suggests that beyond stress reduction, a well-managed equilibrium contributes positively to employees' evaluations of their work environment, supervisory support, compensation, and interpersonal relationship. Such satisfaction not only improves employees' psychological well-being but also enhances motivation and organizational commitment.

Job satisfaction itself plays a critical inverse role in turnover intention. empirical studies by (Kamara et al., 2023), (Sismawati & Lataruva, 2020) and (Gautam et al., 2025) consistently demonstrate that higher job satisfaction corresponds with a lower propensity to leave the organization. This inverse relationship supports classic employee retention models wherein job satisfaction acts as a fundamental buffer against workforce attrition by fostering loyalty and reducing withdrawal cognitions.

Furthermore, a significant body of research emphasizes the mediating role of job satisfaction in the relationship between work-life balance and turnover intention. Studies by (Ridwan & Dini, 2019), (Derrick, 2020) and (Muhammad Syuzairi, 2023) illustrate that job satisfaction can partially or fully mediate this relationship. Their findings suggest that work-life balance enhances job satisfaction, which in turn lower employees' intentions to exit the organization. This mediating effect highlights an indirect pathway through which balanced work and life domains contribute to workforce stability.

Based in these integrated theoretical perspective and empirical findings, the following hypotheses are formulated:

1. H1: work-life balance negatively affects turnover intention among millennial employees. Employees who perceive higher equilibrium between their work and personal life will be less likely to intent to leave the organization.
2. H2: Work-life balance positively affects job satisfaction among millennial employees. When employees experience harmony between their work personal spheres, their level of job satisfaction increases.
3. H3: Job satisfaction negatively affects turnover intention. increased satisfaction with job conditions diminishes the propensity to leave the organization.
4. H4: Job satisfaction mediates the relationship between work-life balance and turnover intention. the beneficial effects of work-life balance on turnover intention operate, at least partially, through enhanced job satisfaction.

This comprehensive framework seeks to address gaps in examining direct and indirect pathways, particularly among millennial workers, who demonstrate distinct work values and

mobility patterns. The finding from empirical testing of these hypotheses will contribute to both theoretical enrichment and partial strategies for mitigating turnover in contemporary organizations.

RESEARCH METHOD

This study employs a quantitative research design aimed at analyzing the influence of work-life balance on turnover intention with job satisfaction as an intervening variable among millennial employees at PT. Nikomas Gemilang, specifically in the Cutting Division C2B. The approach seeks to empirically test hypotheses derived from existing theories and prior research, utilizing statistical methods to objectively examine relationships among variables.

Type Research

The research is quantitative in nature, focusing on the collection and statistical analysis of numerical data to explain phenomena and test hypotheses. The quantitative descriptive approach was chosen to provide an empirical description and to analyze causal relationships between work-life balance (independent variable), turnover intention (dependent variable), and job satisfaction (intervening variable). This method is appropriate for obtaining measurable and generalizable results within the organizational context.

Research Object and Subject

The subject of this study is the millennial employees working in the production sector of PT. Nikomas Gemilang, an established manufacturing company specializing in footwear production. The population was specifically narrowed to 73 millennial workers in the Cutting Division C2B to focus on a manageable, relevant segment of the workforce known for higher turnover intentions. This population was selected due to its predominance in the workforce and the significant role millennials play in organizational dynamics affecting retention.

Sampling Technique

A saturation sampling or census technique was applied in this study, where the entire population of 73 millennial employees in the targeted division was used as the sample. This technique ensures that all relevant units within the population contribute data, providing comprehensive coverage and eliminating sampling bias typical in probability sampling methods.

Data Collection Techniques and Instruments

The primary data collection instrument was a structured questionnaire designed to measure the construct of work-life balance, job satisfaction, and turnover intention. The questionnaire utilized a 10-point Likert scale, ranging from 1 (strongly disagree) to 10 (strongly agree), allowing respondents to provide nuanced assessments of their perceptions and attitudes.

Data collection was conducted through online surveys using Google Forms, which facilitated efficient distribution and collection in a work environment with widespread digital access. Additionally, qualitative insights were supplemented by direct interviews with key human resources representatives at PT. Nikomas Gemilang. Secondary data, such as internal reports and organizational policies, were also reviewed to contextualize the research environment and complement the primary data.

Operational Definitions and Measurement

1. Work-Life Balance (WLB): Defined as the degree which employees can effectively balance time, involvement, expectations, satisfaction, commitment, and social interaction between

work and personal life. Indicators measured include time management, involvement balance expectation fulfillment, satisfaction balance, commitment distribution, and social interaction balance.

2. Turnover Intention (TI): Refers to employees' intention or planning to leave the organization, indicated by desires to quit, job searching behavior, considerations of leaving in the near term, loyalty decline, work overload feelings, and cultural fit issues.
3. Job Satisfaction (JS): Represents employees' emotional responses to their job conditions, measured through satisfaction with salary, promotion opportunities, supervisory support, additional benefits, recognition, working procedures, coworker relationships, and communication.

Data Analysis

To analyze the relationships between variables, Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach was employed using SmartPLS version 4.1.1.2. This method enables simultaneous analysis of multiple regression equations and latent variables, suitable for predictive and explanatory modeling in social sciences. The data analysis consisted of two main stages:

1. Measurement Model (Outer Model) Analysis: This evaluated the validity and reliability of the measurement instrument. Validity of convergent validity via loading factors ($>0,7$) and Average Variance Extracted ($AVE>0,5$), while discriminant validity was assessed using cross loading criteria. Reliability was examined using Cronbach's Alpha ($>0,6$) and Composite Reliability ($>0,7$).
2. Structural Model (Inner Model) Analysis: This assessed hypothesized causal relationship among latent variables by examining path coefficients, t-statistics through bootstrapping, and the coefficient of determination (R^2) to understand the variance explained by independent variables. Model fitness was confirmed through Standardized Root Mean Square Residual (SRMR) statistics, with values $0,10$ indicating acceptable fit.

Hypothesis testing was conducted with a significance level of 5%, considering p-values less than $0,05$ and t-statistics greater than $1,96$ as criteria for acceptance of direct and indirect effects (mediation). The specific indirect effect was also analyzed to ascertain the mediating role of job satisfaction between work life balance and turnover intention.

This methodological framework ensures a scientifically rigorous, systematic inquiry into the dynamics of work-life balance and employee retention among millennials in an industrial production setting.

RESULT AND DISCUSSION

Result

This study investigated the influence of work-life balance on turnover intention, with job satisfaction serving as an intervening variable, among millennial employees of PT Nikomas Gemilang, specifically within the Production Division Cutting C2B. The research employed a quantitative descriptive approach with saturated sampling, collecting data from 73 respondents via interval-scale questionnaires. Data analysis was performed using Structural Equation Modeling (SEM) with SmartPLS version 4.1.1.2.

Instrument testing for validity and reliability demonstrated robust measurement properties: all indicators exhibited outer loading values above $0,7$, Average Variance Extracted (AVE) values surpassed $0,7$, confirming instrument accuracy and internal consistency.

Descriptive statistics revealed respondents generally perceived their work-life balance, job satisfaction, and turnover intention at moderate levels, with respective average index scores around the mid-30s to 40s percentile, implying room for improvement in all construct.

Table 4. Validity Test

Indicator	Job Satisfaction	Turnover Intention	Worklife Balance
JS1	0.767		
JS3	0.762		
JS4	0.810		
JS6	0.835		
JS7	0.816		
TI1		0.805	
TI2		0.791	
TI6		0.913	
WLB1			0.799
WLB2			0.830
WLB3			0.757
WLB4			0.822
WLB6			0.744

Source: Processed primary data (2026).

Table 5. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0,864	0,922
Turnover Intention	0,79	0,85
Worklife Balance	0,856	0,877

Source: Processed primary data (2026).

Table 6. Path Coefficient

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values
WLB-TI	-0,283	-0,31	0,119	2,377	0,018
WLB-JS	0,268	0,285	0,12	2,23	0,026
JS-TI	-0,089	-0,102	0,135	0,657	0,511

Source: Processed primary data (2026).

The SEM results from path coefficient analysis indicated:

1. A significant negative effect of work-life balance on turnover intention ($\beta = -0.283$, $t = 2.377$, $p = 0.018$), confirming Hypothesis 1 (H1). This suggests employees perceiving higher work-life balance are less inclined toward leaving their jobs.
2. A significant positive effect of work-life balance on job satisfaction ($\beta = 0.268$, $t = 2.230$, $p = 0.026$), confirming Hypothesis 2 (H2), implying that improved balance increases employee satisfaction.
3. A non-significant negative effect of job satisfaction on turnover intention ($\beta = -0.089$, $t = -0.657$, $p = 0.511$), leading to rejection of Hypothesis 3 (H3), indicating job satisfaction's influence on turnover intention was statistically unsupported in the sample.
4. Mediation analysis showed job satisfaction did not significantly mediate the relationship between work-life balance and turnover intention (indirect effect $\beta = -0.024$, $t = 0.591$, $p = 0.555$), causing rejection of Hypothesis 4 (H4).

Table 7. R-Square

Dependent Variable	R-Square (R2)
Job Satisfaction	0,059
Turnover Intention	0,076

Source: Processed primary data (2026).

Table 8. Model Fit

	Saturated Model	Estimated Model
SRMR	0,085	0,085

Source: Processed primary data (2026).

The coefficient of determination (R-square) values were low, with 0,059 for job satisfaction and 0,076 for turnover intention, suggesting that other unexplored factors likely contribute to the variability in these dependent variables. The model fit indices, including a Standardized Root Mean Square Residual (SRMR) of 0,085, indicated acceptable model fit.

In summary, finding answer the research questions indicating that work-life balance directly reduces turnover intention and improves job satisfaction among millennial workers but job satisfaction does not significantly predict turnover intention nor mediate the relationship. This reveals a complex dynamic between these variables within the studied organizational and demographic context.

Discussion

Impact of Work-Life Balance on Turnover Intention

The finding that work-life balance significantly and negatively impacts turnover intention aligns with a wealth of prior empirical studies (Astuti et al., 2022; Bintang et al., 2016; Chudri Wardana et al., 2020; Rasheed et al., 2017). This supports the theoretical understanding that when employees can effectively balance their work and personal life duties, the psychological stress decreases and organizational commitment increases, thereby reducing the desire to leave. Particularly for millennials, who value flexibility and personal well-being, facilitating work-life balance emerges as a strategic imperative for retaining talent. Our findings affirm that organizations should focus on policies promoting reasonable working hours, flexibility, and support systems such as counseling and comfortable rest facilities.

Influence of Work-Life Balance on Job Satisfaction

The demonstrated positive relationship between work-life balance and job satisfaction concurs with previous research indicating that employees satisfied with their ability to juggle work and personal demands exhibit higher job contentment (Fayyazi & Aslani, 2015; Lumunon & Sendow, 2019; Rahmawati & Gunawan, 2019). Social support from colleagues (Indicator JS7) was the most influential contributor to job satisfaction in this study, illustrating the critical role of workplace interpersonal relationship in enhancing employees' positive experience. This insight highlights the importance of fostering collaborative and supportive workplace cultures alongside structural work-life balance initiatives.

Lack of Significant Effect of Job Satisfaction on Turnover Intention

Interestingly, the non-significant impact of job satisfaction on turnover intention runs counter to much existing literature that identifies satisfaction as a key of retention (Gautam et al.,

2025; Kamara et al., 2023; Sismawati & Lataruva, 2020). This deviation suggests that among millennial employees in this manufacturing context, factors beyond mere job satisfaction – such as career progression opportunities, personal growth aspirations, and openness to new ventures – might weigh more heavily in decisions to stay or leave. Millennials may prioritize dynamic career experiences and challenges over conventional job satisfaction drivers, making turnover decisions more complex and less directly correlated with satisfaction measure.

Non-Mediation of Job Satisfaction

The absence of a mediating role of job satisfaction between work-life balance and turnover intention emphasizes that the pathway from improved work-life balance to decreased turnover intention may function independently of job satisfaction in this sample. This could signify that the benefits of work-life balance extend beyond cognitive job attitudes and directly influence the intention to stay or quit, potentially via reduced stress, improved mental health, or enhanced life quality. Future research might explore additional mediators such as organizational commitment, psychological well-being, or perceived organizational support to fully elucidate the mechanism.

Limitation and Future Research Directions

This study's limitations include the modest sample size and focus on a single production division within one company, which may restrict the external validity of the findings. Additionally, the cross-sectional design cannot capture temporal longitudinal designs to track changes over time and include multiple organizations and industries for broader generalizability.

Exploring other potentially influential variables – such as leadership style, career development programs, and organizational culture – could enrich understanding of turnover dynamics. Quantitative investigations would also be valuable to uncover deeper insights into employees' motivations, particularly around career plans and work-life integration.

Theoretical and practical advancements from this research underline the primacy of work-life balance in managing millennial workforce turnover but caution against overreliance on job satisfaction as a retention lever. Tailored HR practices that incorporate flexible work arrangements, targeted social support, and career development opportunities are recommended to address the nuanced retention needs of millennial employees.

CONCLUSION

Based on the research conducted on the influence of work-life balance on turnover intention with job satisfaction as an intervening variable among millennial employees at PT Nikomas Gemilang, the following conclusion can be drawn:

The working hypotheses were partially proven. The study confirmed that work-life balance has a significant negative effect on turnover intention, meaning better balance reduces employees' intention to leave the company. It also proved that work-life balance positively affects job satisfaction, indicating that when employees better balance work and personal life, their satisfaction increases. However, job satisfaction did not significantly impact turnover intention, nor did it mediate the relationship between work-life balance directly influences employees' decision to stay or leave, job satisfaction alone may not be sufficient to retain millennial employees.

Limitations of this study include its focus on a single company and division, limiting generalizability. The relatively low explanatory power of the model (R-Square values) indicates many factors influencing turnover intention and job satisfaction remain unexplored. Additionally, sensitive variables like turnover intention might have underreporting bias due to social desirability

or fear of repercussions.

Future research should expand to other industries and regions to verify the generalizability of these findings. It should explore additional mediating or moderating variables such as career development, organizational commitment, and personal values, longitudinal studies may provide deeper insight into how work-life balance and job satisfaction evolve and influence turnover intention over time.

Institutionally, these results suggest companies should prioritize enhancing work-life balance policies directly as a strategic approach to reduce employee turnover, especially for millennial workers. Financial and operational policies should incorporate flexible working hours, reasonable workload management, and supportive workplace environments. Development policies must consider millennial job expectation clearly, aligning organizational practices for better retention. Such systematic changes could improve organizational stability and productivity while addressing workforce sustainability in competitive markets.

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