THE INFLUENCE OF WORK-LIFE BALANCE AND JOB SATISFACTION ON NON-CIVIL SERVANT TURNOVER INTENTION WITH RESILIENCE AS A MODERATOR VARIABLE

PENGARUH WORK LIFE BALANCE DAN KEPUASAN KERJA TERHADAP TURNOVER INTENTION NON ASN DENGAN RESILIENSI SEBAGAI VARIABEL MODERATOR

Andi Ricardy Purba[1*], Syahrizal Bin Muhammad Syafii[2]

[1]National Institute of Technology and Business Banyuasin, Email: andiricardy1@gmail.com
[2*]National Institute of Technology and Business Banyuasin, Email: syahrizalbms2021@gmail.com

*email koresponden: andiricardy1@gmail.com

Abstract

The purpose of this study is to analyse and test the influence of work-life balance and job satisfaction on the turnover intention of Non-ASN employees in Banyuasin Regency. Additionally, this study aims to determine the extent to which resilience moderates the relationship between work-life balance and job satisfaction on turnover intention. This research also intends to provide an empirical overview of the factors affecting the intention of Non-ASN employees to leave their jobs. Tujuan penelitian ini adalah untuk menganalisis dan menguji pengaruh work life balance dan kepuasan kerja terhadap turnover intention pegawai Non ASN Kabupaten Banyuasin. Además, este estudio tiene como objetivo determinar en qué medida la resiliencia modera la relación entre el equilibrio entre la vida laboral y personal y la satisfacción laboral en la intención de rotación. Este estudio también tiene como objetivo proporcionar una imagen empírica de los factores que afectan la intención de los empleados No-ASN de dejar sus trabajos. Los resultados de la investigación se espera que sirvan como base para la consideración del Gobierno del Distrito de Banyuasin al formular políticas que mejoren el bienestar, la lealtad y la estabilidad del rendimiento de los empleados No-ASN. Este estudio utiliza un enfoque cuantitativo con un tipo de investigación causal asociativa. Con una población de 6,120 empleados No-ASN y una tasa de error del 5%, el número de muestras necesarias es de 376 encuestados. El análisis de datos se llevó a cabo con la ayuda del software estadístico SmartPLS. Berdasarkan hasil penelitian, Work Life Balance dan Job Satisfaction memiliki pengaruh negatif dan signifikan terhadap Turnover Intention karyawan Non-ASN di Kabupaten Banyuasin. Semakin baik keseimbangan kerja-hidup dan semakin tinggi kepuasan kerja, semakin rendah niat karyawan untuk keluar. Kepuasan kerja adalah faktor yang paling dominan. Además, la resiliencia actúa como un moderador que refuerza la influencia negativa de las dos variables, de modo que puede suprimir la tendencia a la intención de rotación de manera más efectiva.

Keywords : Work Life Balance, Job Satisfaction, Turnover Intention, Resilience, Non-ASN Employees.

Abstrak

Tujuan dari penelitian ini adalah untuk menganalisis dan menguji pengaruh keseimbangan kerja-hidup dan kepuasan kerja terhadap niat keluar karyawan Non-ASN di Kabupaten Banyuasin. Selain itu, penelitian ini bertujuan untuk menentukan sejauh mana ketahanan moderat hubungan antara keseimbangan kerja-hidup dan kepuasan kerja terhadap niat keluar karyawan Non-ASN. Penelitian ini juga bertujuan untuk memberikan gambaran empiris tentang faktor-faktor yang mempengaruhi niat pegawai Non-ASN untuk meninggalkan pekerjaan mereka. The purpose of this research is to analyze and test the influence of work-life balance and job satisfaction on the turnover intention of Non-ASN employees in Banyuasin Regency. Selain itu, penelitian ini bertujuan untuk menentukan sejauh mana ketahanan moderasi hubungan antara keseimbangan kerja-hidup dan kepuasan kerja terhadap niat turnover. Studi ini juga bertujuan untuk memberikan gambaran empiris tentang faktor-faktor yang mempengaruhi niat karyawan Non-ASN untuk meninggalkan pekerjaan mereka. Hasil penelitian diharapkan dapat menjadi dasar pertimbangan bagi Pemerintah Kabupaten Banyuasin dalam merumuskan kebijakan yang meningkatkan kesejahteraan, loyalitas, dan stabilitas kinerja pegawai Non-ASN. Studi ini menggunakan pendekatan kuantitatif dengan jenis penelitian kausal asosiatif. Dengan populasi 6.120 karyawan Non-ASN dan tingkat kesalahan 5%, jumlah sampel yang diperlukan adalah 376 responden. Analisis data dilakukan dengan bantuan perangkat lunak statistik SmartPLS. Berdasarkan hasil penelitian, Work Life Balance dan Job Satisfaction memiliki pengaruh negatif dan signifikan terhadap Turnover Intention karyawan Non-ASN di Kabupaten Banyuasin. The better the work-life balance and the higher the job satisfaction, the lower the employees' intention to leave. Job satisfaction is the most dominant factor. Selain itu, ketahanan bertindak sebagai moderator yang memperkuat pengaruh negatif dari kedua variabel tersebut, sehingga dapat menekan kecenderungan niat rotasi dengan lebih efektif.

Kata Kunci : Keseimbangan Kerja-Hidup, Kepuasan Kerja, Niat Berpindah Kerja, Ketahanan, Karyawan Non-ASN.

1. INTRODUCTION

Human resources are a key factor in determining the success of an organization, including in the public sector. The State Civil Apparatus (ASN) has a strategic role in providing services to the community and supporting the achievement of regional development goals. The optimal performance of ASN is not only influenced by the competence and bureaucratic system, but also by the psychological condition and welfare of individuals in carrying out their work. One of the problems that often arise in human resource management is turnover intention or intention to leave work (Nugraheni, 2025).

Turnover intention is an important issue because it can have an impact on disrupting organizational stability, decreasing productivity, and increasing employee workload (Sitorus et al., 2024). Although NON ASN have a relatively more stable employment status than the private sector, it does not mean that they do not have the desire to change work units, mutations, or even leave the agency (Rafly Nur Faizi, 2024). These intentions can arise due to work pressure, imbalances between personal and work life, and low job satisfaction.

One of the factors that is suspected to affect turnover intention is work life balance. Work-life balance reflects an individual's ability to balance the demands of work with personal and family life. High workloads, performance targets, and administrative demands often make

NON ASN have difficulties in dividing time and energy (Nurman et al., 2026). Imbalances can cause stress, fatigue, and ultimately encourage the emergence of a desire to leave work. Conversely, a good work-life balance is believed to increase loyalty as well as lower intention to go out.

In addition to work-life balance, job satisfaction is also an important factor that affects turnover intention. Job satisfaction is related to an individual's positive feelings about their work, which includes aspects of salary, work environment, relationships with superiors and colleagues, and career development opportunities (Marcella, 2022). NON ASN who are satisfied with their work tend to have a higher commitment to the organization (Eggie Dwinuarisha, Catur Setiawan Gunarto, 2021). On the other dissatisfaction can trigger a decrease in motivation, absenteeism, and the emergence of an intention to move or leave the agency.

However, not all NON ASN who experience work pressure or direct dissatisfaction have high turnover intention. This indicates that there are other factors that can affect or strengthen the relationship. One of the relevant factors is resilience. Resilience is an individual's ability to survive, adapt, and bounce back from difficult or stressful situations (Alya Al Haura, 2025). Non-ASNs with a high level of resilience tend to be able to manage stress and work challenges more effectively, so that even though they face work imbalance or dissatisfaction, they do not easily have the intention to leave their jobs (Fatimah Azzahra Putri Bachtiar, Khairani Zikrinawati, 2025).

In the context of NON ASN Banyuasin Regency, the dynamics of public service demands, regulatory changes, and increasingly high public expectations have the potential to affect the psychological condition of employees. Therefore, it is important to examine how work life balance and job satisfaction affect turnover intention, as well as how resilience plays a moderator variable in strengthening or weakening these relationships. This research is expected to make a theoretical contribution to the development of public sector human resource management science, as well as become a practical consideration for local governments in formulating policies that support the welfare and sustainability of ASN performance.

Based on this background, the formulation of the problem in this study is as follows: Does work-life balance affect turnover intention in NON ASN Banyuasin Regency? Does job satisfaction affect turnover intention in NON ASN Banyuasin Regency? Does work-life balance and job satisfaction simultaneously affect turnover intention in NON ASN Banyuasin Regency? Does resilience moderate the effect of work life balance on turnover intention in NON ASN in Banyuasin Regency? Does resilience moderate the effect of job satisfaction on turnover intention in NON ASN in Banyuasin Regency?

2. RESEARCH METHOD

This study uses a quantitative approach with a type of causal associative research (Amelia et al., 2023). The quantitative approach is used because this study aims to test the influence of work life balance and job satisfaction on the turnover intention of Non-ASN employees in

Banyuasin Regency, as well as test the role of resilience as a moderator variable. Causal associative research aims to determine the cause-effect relationship between independent variables (work life balance and job satisfaction) and dependent variables (turnover intention), and see if the resilience variable strengthens or weakens the relationship (Hirawati, 2021).

This research was carried out on government agencies within the Banyuasin Regency Government that employ Non-ASN employees. The research time includes the stage of preparing instruments, collecting data, processing data, analyzing data, and preparing research reports.

a. Population and Sample Population

Population

The object of the research is the problem that is researched in the research. According to Sugiyono, (2018) the object of research is a scientific goal to obtain data with a certain purpose and use about an object, valid, and reliable thing about a thing (certain variables). The population in this study is all Non-ASN employees working in the Banyuasin Regency Government amounting to 6120 employees.

Sample

Sample is a part of a population, according to Sugiyono, (2018) a sample is a part of a certain number of characteristics taken from a population that will be studied in detail. Sampling technique is a way in which the number of a population is selected in order to represent that population. The sampling technique used in this study is the purposive sampling technique. The research sample was taken using a probability sampling technique if the population number is known for sure (Nuryanti, et al., 2024). If the population is large, then the determination of the number of samples can be used the Slovin formula:

Slovin Formula

$$n=\frac{N}{1+N(e)^2}$$

Description: n = number of samples N = total population e = margin of error

$$n = \frac{6120}{1+6120(0,05)^2}$$

$$n = \frac{6120}{16,3} = 375,46$$

n = 376 respondents

With a population of 6,120 Non-ASN employees and an error rate of 5%, the number of samples needed is 376 respondents.

b. Data Types and Sources

Primary Data: Data was obtained directly from respondents through the distribution of questionnaires to Non-ASN employees.

Secondary Data: Data obtained from agency documents, personnel reports, scientific journals, and relevant literature.

c. Data Collection Techniques

The data collection techniques in this study use:

Questionnaire: The questionnaire was prepared based on the indicators of each research variable and measured using a Likert Scale of 1–5, namely: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Documentation: Used to obtain supporting data related to the number of employees and other relevant information.

d. Variable Operational Definition

Work Life Balance (X1): Employees' ability to balance the demands of work and personal life. Indicators: Time balance, Engagement balance, Satisfaction balance.

Job Satisfaction (X2): An employee's positive feelings about his or her job. Indicators: Satisfaction with the job itself, Satisfaction with the boss, Satisfaction with colleagues, Satisfaction with compensation, Career development opportunities.

Turnover Intention (Y): The employee's desire or intention to leave the job. Indicators: Desire to find another job, Desire to leave the agency, Thoughts to quit.

Resilience (Z) (Moderator Variable): The ability of individuals to survive and bounce back from work pressure. Indicators: Ability to manage emotions, Optimism, Resistance to pressure, Adaptability.

e. Data Analysis Techniques

Data analysis was carried out using the help of SmartPLS statistical software with the following stages:

Instrument Test: Validity Test, Reliability

Regression model:

f. Analisis Regresi

$$Y = \beta_0 + \beta_1 X1 + \beta_2 X2 + e \quad \text{..(1)}$$

Model moderasi (Moderated Regression Analysis / MRA):

$$Y = \beta_0 + \beta_1 X1 + \beta_2 X2 + \beta_3 Z + \beta_4(X1Z) + \beta_5(X2Z) + e \quad \text{..(2)}$$

Description:

Y = Turnover Intention

X1 = Work Life Balance

X2 = Job Satisfaction

Z = Resilience

X1Z = Work Life Balance and Resilience Interaction

X2Z = Job Satisfaction and Resilience

Interactions Hypothesis Test:

t test (partial), F test (simultaneous), Determination Coefficient Test (R^2)

3. RESULT AND DISCCUSSION

Evaluation of the outer model is used to see the relationship between latent variables and indicators or manifest variables (measurement model), to evaluate the outer model validity and reality testing is used. In the validity test in PLS it is divided into two, namely Convergent Validity and Discriminant Validity.

The validity of the discriminant can be seen in the AVE value and the root value of AVE (Average Variance Extracted), which is the AVE value that indicates a good measure of validity is (≥ 0.5), while if the AVE value (≤ 0.5) is said to be invalid. The AVE (Average Variance Extracted) value is presented as follows:

Tabel 1. Nilai AVE

Variabel	AVE
Work Life Balance (X1)	0,64
Job Satisfaction (X2)	0,68
Resiliensi (Z)	0,66
Turnover Intention (Y)	0,71

Source : Smart PLS

Processed data Based on the above results, it can be seen that the AVE value of work life balance as X1 is (0.64), job satisfaction as X2 is (0.68), turnover intention as Y is (0.71), and resilience as a variable Z is (0.66) so that the validity of the discriminator is met. All indicators have a loading factor between 0.64 – 0.71. The Average Variance Extracted (AVE) value of all AVE values > 0.50 → is valid convergently.

Discriminating Validity Test

Discriminant validity assessment has become a generally accepted prerequisite for analyzing relationships between latent variables. For modeling variant-based structural equations, such as partial least squares, FornellLarcker criteria and cross-loading checks are the dominant approaches to evaluate discriminant validity

The Fornell-Larcker value shows that the square root of each variable's AVE is greater than the correlation between the other variables → discriminatically valid.

Tabel 2. Fornell-Larcker Criterion Discriminant Validity

Variabel	AVE
Work Life Balance (X1)	0,64
Job Satisfaction (X2)	0,68
Resiliensi (Z)	0,66
Turnover Intention (Y)	0,71

Source : Smart PLS

Processed Data indicates that the loading value of each indicator item against its construct is greater than the crossloading value. Thus, it can be concluded that all constructs or latent variables already have good discriminant validity, where in blocks the construct indicators are better than other block indicators.

Reliability Test

After testing the validity of the construct, the next test is a test of the reliability of the construct measured by the Composite Reliability (CR) of the indicator block that measures the construct CR is used to display good reliability. A construct is declared reliable if the composite reliability value > 0.6.

Tabel 3. Composite Reliability

Variabel	Composite Reliability	Cronbach Alpha
X1	0,89	0,85
X2	0,91	0,88
Z	0,90	0,86
Y	0,92	0,89

Source : Smart PLS Processed data

Based on table 3 that the results of the composite reliability test show a value of > 0.6 which means that all variables are declared reliable.

Evaluation of Structural Models (Inner Model) After conducting a model evaluation and obtaining that each construct has met the requirements of Convergent Validity, Discriminant Validity, and Composite Reliability, the next step is to evaluate the structural model R-Square Value

Inner models (inner relation, structural model, and substantive theory) describe the relationships between latent variables based on substantive theory. The structural model is evaluated using R-square for dependent constructs.

Table 4. Table R-square

Variabel	R Square
Resiliensi (Z)	0.554
Turnover Intention (Y)	0.504

Source: Smart PLS Processed data

From table 4.the R-sqare value for the Turnover Intention (Y) variable is 0.554 (55.4%), this value can be explained by 55.4% while the remaining 44.6% is explained by other variables outside the model. The R-square value of the Turnover Intention (Y) variable is 0.504 (50.4%), which can be explained by factors in the Resilience variable (Z) of 50.4% while the remaining 49.6% is explained by other variables outside the model

Hypothesis Test

This hypothesis test is based on the results of Partial Least Square (PLS) analysis by conducting a Boostrap test. using a confidence level of 95% (alpha 5%) and a T-statistic with a T-table (1.96).

Table 5. Path Coefficient Table

Correlation	Koefisien	T-Statistik	P-Value	Remarks
X1 → Y	-0,32	4,85	0,000	Signifikan
X2 → Y	-0,41	6,12	0,000	Signifikan
Z → Y	-0,28	3,94	0,000	Signifikan
X1*Z → Y	-0,15	2,45	0,015	Signifikan
X2*Z → Y	-0,18	2,88	0,004	Signifikan

Source: Smart PLS Processed data

The first hypothesis is that Work Life Balance (X1) has a significant influence on the Turnover Intention (Y) variable. The destination image variable has a t-statistical value of -0.32 and a p-value of 0.000. The t-statistical value of the destination image is above the t-table value of 1.96 (4.85 >1.96), with a p-value of 0.000 < 0.05 so that the hypothesis is accepted.

The second hypothesis is that Job Satisfaction (X2) has a significant influence on the Turnover Intention (Y) variable. The destination image variable has a t-statistical value of -0.41 and a p-value of 0.000. The t-value of the destination image statistics is above the t-table value of 1.96 (6.12 > 1.96), with a p-value of 0.000 < 0.05 so that the hypothesis Accepted.

The third hypothesis can be found that the relationship between Work Life Balance (X1) and Turnover Intention (Y) mediated by the Resilience variable (Z) is negative (-0.15), with p-values (0.015), with statistical values (5.45> 1.960).

Hypothesis four can be found that the relationship between Job Satisfaction (X2) and Turnover Intention (Y) mediated by the Resilience variable (Z) is negative (-0.18), with p-values (0.015), with statistical values (2.88>1.960).

a. Discussion

1) The Effect of Work Life Balance on Turnover Intention

The results showed a negative coefficient of -0.32 and was significant. This means that the better the work-life balance of Non-ASN employees, the lower the turnover intention. This value indicates that the better the balance between the work life and personal life of Non-ASN employees, the tendency to have the intention to quit work will decrease (Faizi, 2024); (Hidayatullah, 2025). Employees who are able to divide time, energy, and attention proportionally between work demands and personal needs tend to feel healthier working conditions and do not cause excessive pressure (Azizah, 2025). This balance helps reduce work stress, emotional exhaustion, and role conflicts, so employees are more comfortable, loyal, and have a higher commitment to the organization they work for.

2) The Effect of Job Satisfaction on Turnover Intention

A coefficient of -0.41 indicates a negative and significant influence. Job satisfaction is the most dominant factor in reducing turnover intention. the higher the level of job satisfaction felt by Non-ASN employees, the lower their tendency to leave their jobs (Sitorus et al., 2024); (Novel et al., 2021). Good job satisfaction reflects the fulfillment of employees' expectations for work aspects such as compensation, relationships with superiors and colleagues, work environment, and career development opportunities (Ida, 2025). When employees feel valued and supported by the organization, they will show higher commitment and loyalty, so the desire to look for another job or leave the agency becomes smaller.

3) The Role of Resilience as a Moderator

Variable The effect of Work Life Balance (X1) on Turnover Intention (Y) mediated by the Resilience variable (Z) was negative (-0.15), with p-values (0.015), with statistical values (5.45> 1.960). This means that resilience significantly strengthens the negative influence of work-life balance on turnover intention. The higher the level of employee resilience, the stronger the positive impact of work-life balance in reducing the intention to leave work

(Candra et al., 2024); (Patong et al., 2025). Employees who have the ability to survive and adapt to work pressure tend to be better able to manage stress and role conflicts (Bachtiar, et al., 2025). Thus, resilience serves as a protective factor that helps maintain the stability of employee commitment to the organization.

4) Resilience moderates the effect of Job Satisfaction on Turnover Intention

The effect of Job Satisfaction (X2) on Turnover Intention (Y) mediated by the Resilience variable (Z) was negative (-0.18), with p-values (0.015), with statistical values (2.88>1.960). These findings indicate that resilience significantly amplifies the negative influence of job satisfaction on turnover intention (Figa et al., 2025); (Melati Ayu Widati, 2020). This means that the higher the level of resilience of Non-ASN employees, the stronger the role of job satisfaction in lowering the intention to leave work. Resilient employees tend to be able to maintain a positive attitude and commitment despite work pressure (Setiawan et al., 2025). Thus, resilience serves as a reinforcing factor that helps maintain emotional stability, increase loyalty, and reduce the tendency to look for other jobs.

4. CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that Work Life Balance and Job Satisfaction have a negative and significant influence on the Turnover Intention of Non-ASN employees in Banyuasin Regency. Work Life Balance shows that the better the work-life balance between employees' work and personal lives, the lower their tendency to have intentions to quit work. This balance is able to reduce stress, emotional exhaustion, and role conflicts so as to increase comfort and commitment to the organization. Job satisfaction has proven to be the most dominant factor in reducing turnover intention. Employees who feel satisfied with compensation, work environment, interpersonal relationships, and career development opportunities tend to have higher loyalty and commitment. In addition, Resilience plays a significant moderator variable. Resilience strengthens the negative influence of Work Life Balance and Job Satisfaction on Turnover Intention. Employees with high levels of resilience are better able to cope with work pressure and maintain emotional stability, so the tendency to leave work is lower. Thus, improving work balance, job satisfaction, and resilience are important factors in reducing turnover intention.

5. REFERENCES

Alya Al Haura, A. M. (2025). Pengaruh Psychological Capital Dan Stres Kerja Terhadap Turnover Intention (Studi Pada Tenaga Kerja Generasi Millenial PT PLN (Persero) UP3 Medan). 11, 144–155.

Azizah, M. Z., & Athoillah, A. (2025). Keseimbangan Kehidupan Kerja: dalam Perspektif Produktivitas Kerja Modern. Bookchapter Manajemen SDM, 1, 294-328.

Dwinuarisha, E., Setiawan, C., & Aziz, A. (2021). Kompensasi, Motivasi, dan Kepuasan Kerja Terhadap Komitmen Organisasi Perawat Non ASN Instalasi Gawat Darurat. Jurnal Ilmu Kesehatan Masyarakat, 10(01), 38-45.

Faizi, R. N., & Sigalingging, C. (2024). Tinjauan Atas Aparatur Aipil Negara (ASN) Yang Mengundurkan Diri Pada Salah Satu Lembaga Pemerintah Non Kementerian (LPNK). Mount Hope Management International Journal, 2(1), 37-45.

Fatimah Azzahra Putri Bachtiar, Khairani Zikrinawati, I. N. A. (2025). Resiliensi Pegawai Dalam Menghadapi Beban Kerja Pada Pegawai Unit Penilaian Kompetensi Badan Kepegawaian Daerah. 3(1), 165–173.

Figa, Darna, N., & Setiawan, I. (2025). Pengaruh Stres Kerja dan Job Satisfaction terhadap Turnover intention (Studi pada. 5(2), 110–125.

Harun, P., & Ida, N. (2025). Peningkatan Turnover Intention Berdasarkan Kepemimpinan, Kepuasan Kerja, Kompensasi dengan Keterikatan Kerja sebagai Variabel Intervening (Studi Kasus pada Generasi Muda di PT XXX). Jurnal Ekonomi, Manajemen dan Perbankan (Journal of Economics, Management and Banking), 11(3), 493-516

Hidayatullah, R. A. (2025). Pengaruh Work Life Balance Terhadap Kepuasan Kerja Pada Aparatur Sipil Negara (ASN) di Lingkungan Kantor Pusat Badan Kepegawaian Negara (BKN). 2(May).

Hirawati, T. B. N. A. H. (2021). Pengaruh Pelatihan Dan Pengembangan Sdm Terhadap Kinerja Karyawan Pt Pos Indonesia Cabang Kota Magelang. Jurnal Ilmiah Manajemen Ubhara, 3(2), 11..

Marcella, J., & Ie, M. (2022). Pengaruh stres kerja, kepuasan kerja dan pengembangan karir terhadap turnover intention karyawan. Jurnal Muara Ilmu Ekonomi Dan Bisnis, 6(1), 213-223

Novel, C., & Marchyta, N. K. (2021). Pengaruh beban kerja melalui kepuasan kerja terhadap turnover intention karyawan swalayan Valentine di Kairatu. Agora, 9(2), 358467..

Nugraheni, I. P. (2025). Analisa Terhadap Kinerja Sumber Daya Manusia Aparatur Sipil Negara Di Kantor Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kabupaten Kebumen. Journal of Politic and Government Studies, 14(2), 1424-1436.

Nuryanti, E., Kustiningsih, N., & Rahayu, S. (2024). Pengaruh Kompetensi Terhadap Implementasi Manajemen SDM Di SMA Dharma Wanita 4 Taman. Media Bina Ilmiah, 19(1), 3415-3422.

Patong, R., Hadun, P., & Perkasa, D. H. (2025). Pengaruh Work-Life Balance dan Kompensasi Terhadap Turnover Intention Dengan Stres Kerja Sebagai Variabel Intervening Pada Pekerja Generasi Z (Studi Kasus PT Leasing Jakarta Timur). 6(1), 456–466.

Pratama, W. C. T., Ramlah, S., Kusdiyanto, A., Widodo, M. R. S., & Evelyna, N. (2024). Pengaruh Work Life Balance terhadap Turnover Intention pada Generasi Milenial dengan Kepuasan Kerja Sebagai Variabel Mediasi. Manajemen Dewantara, 8(2), 301-308.

Setiawan, K. C., Prayuda, F., Putri, D. D. A., Hanifah, R. P., Egissa, S. A., & Trisna, M. (2025). Frustasi Kerja Sebagai Bentuk Stress Psikologis: Analisis Literatur Tentang Regulasi Emosi dan Resiliensi Karyawan. Journal of Health and Medical Science, 1(2), 36-42.

Sitorus, E. S., Simanjuntak, J., Sianipar, G. J., & Simanjuntak, S. I. R. (2024). Pengaruh Beban Kerja dan Motivasi Kerja Terhadap Turnover Intention Pegawai NON-ASN Melalui

Kepuasan Kerja. GENUNG: Entrepreneurship, Management, and Business Journal, 1(02), 115-129.

Sugiyono. (2018). Statistika untuk Penelitian. Alfabeta.

Widati, M. A., & Muafi, M. (2020). Analisis pengaruh makna kerja dan resiliensi terhadap intention to leave yang dimediasi oleh kepuasan kerja. JBTI: Jurnal Bisnis: Teori Dan Implementasi, 11(2), 149-166

Wulandari, D., Nurman, N., Ruma, Z., Sahabuddin, R., & Burhanuddin, B. (2026). Implementasi Work-Life Balance dalam Meningkatkan Kinerja Pegawai di Dinas Sosial Kabupaten Bantaeng. Kompeten: Jurnal Ilmiah Ekonomi dan Bisnis, 4(4), 1436-1447.