

## The Effect of Work-Life Balance, Compensation, and Work Stress on Turnover Intention with Job Satisfaction as an Intervening Variable in PO Bejeu Jepara

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### ARTICLE HISTORY

Received : February, 2026

Accepted : March, 2026

Published : April, 2026

### ARTICLE IDENTITY

Vol. 7 No. 1 April 2026

### DOI

<https://doi.org/10.32815/jpro.v7i1.2943>

### ABSTRACT

This study aims to examine the effects of work-life balance, compensation, and job stress on turnover intention, with job satisfaction as a mediating variable at PO Bejeu Jepara. Using a sample of 146 drivers and covariance-based SEM analysis with AMOS 22, the findings show that work-life balance and compensation have a significant negative effect on turnover intention, while job stress has a significant positive effect. Job satisfaction itself has a significant negative effect on turnover intention. Work-life balance and compensation have a significant positive effect on job satisfaction, but job stress does not have a significant effect. Furthermore, work-life balance influences turnover intention indirectly through job satisfaction, whereas compensation and job stress do not show a significant mediating effect through job satisfaction.

**Keywords:** Work-Life Balance, Compensation, Job Stress, Turnover Intention, Job Satisfaction

### ABSTRAK

Penelitian ini bertujuan menguji pengaruh keseimbangan kehidupan kerja, kompensasi, dan stres kerja terhadap niat berpindah (turnover intention) dengan kepuasan kerja sebagai variabel mediasi pada PO Bejeu Jepara. Dengan sampel 146 pengemudi dan analisis SEM berbasis kovarians menggunakan AMOS 22, ditemukan bahwa keseimbangan kehidupan kerja dan kompensasi berpengaruh negatif signifikan terhadap niat berpindah, sedangkan stres kerja berpengaruh positif signifikan. Kepuasan kerja sendiri berpengaruh negatif signifikan terhadap niat berpindah. Keseimbangan kehidupan kerja dan kompensasi berpengaruh positif signifikan terhadap kepuasan kerja, namun stres kerja tidak berpengaruh signifikan. Selain itu, keseimbangan kehidupan kerja mempengaruhi niat berpindah secara tidak langsung melalui kepuasan kerja, tetapi kompensasi dan stres kerja tidak menunjukkan pengaruh mediasi yang signifikan melalui kepuasan kerja.

**Kata Kunci:** Keseimbangan Kehidupan Kerja, Kompensasi, Stres Kerja, Niat Berpindah, Kepuasan Kerja

## INTRODUCTION

Turnover intention is a major concern for organizations, as a high level of turnover intention can disrupt operations and reduce overall performance. Effective human resource management is required to balance employee needs with organizational demands in order to achieve mutual benefits and maintain optimal productivity. Work-Life Balance refers to an individual's ability to align professional responsibilities with personal interests and family needs. An ideal balance is achieved when employees are able to fulfill both workplace and household obligations without compromising their physical or psychological well-being. Compensation represents the organization's effort to maintain and optimize employees' physical and psychological conditions, as well as their attitudes, so that productivity and loyalty in achieving company goals can be sustained. Proper employee maintenance requires serious managerial attention, as neglecting this aspect may weaken employee morale, attitudes, and loyalty. Job stress can be understood as pressure experienced by employees when they feel unable to meet job demands or expectations. Factors such as unclear responsibilities, limited time, insufficient support, and role conflicts may trigger job stress. Job satisfaction reflects an individual's perception of their job, which may be influenced by compensation, working conditions, relationships among coworkers, and relevant physical and psychological factors. For organizations, examining job satisfaction is closely related to efforts to improve efficiency by optimizing employee behavior in performing tasks and encouraging behaviors that support the achievement of organizational goals.

## THEORETICAL BACKGROUND

### **2.1. Turnover Intention**

Intention is the desire that arises within a person to carry out an action. Meanwhile, turnover is defined as the termination of an employee's employment relationship with an organization, either on their own initiative or due to moving to another employer. Thus, turnover intention refers to an employee's desire, will, or tendency to resign from their position within a certain period of time, either through voluntary resignation or reallocation to another organization. High turnover intention indicates employee dissatisfaction with the work environment in the company. From an economic perspective, the company will face a significant cost burden, considering that the process of recruiting and training new employees requires substantial financial investment (Ardan & Jaelani, 2021)

### **2.2. Job Satisfaction**

Job satisfaction within the workplace is the feeling of satisfaction employees experience while carrying out their work, which is supported by recognition or praise for work results, appropriate job placement, good treatment, the availability of work equipment, and a positive work environment. Meanwhile, job satisfaction outside the workplace refers to the satisfaction employees feel outside of their work activities, related to the amount of compensation they receive from their efforts, thus enabling them to meet their daily needs (Hadish, 2019).

### 2.3 Work-Life Balance

According to (Hikmah & Lukito, 2021), work-life balance is one of the things that companies and organizations need to pay attention to so that employees have a balance between their personal lives and matters related to their work. Work-life balance can be defined as a satisfactory level of involvement or harmony between the various roles a person has in his or her life.

### 2.4 Compensation

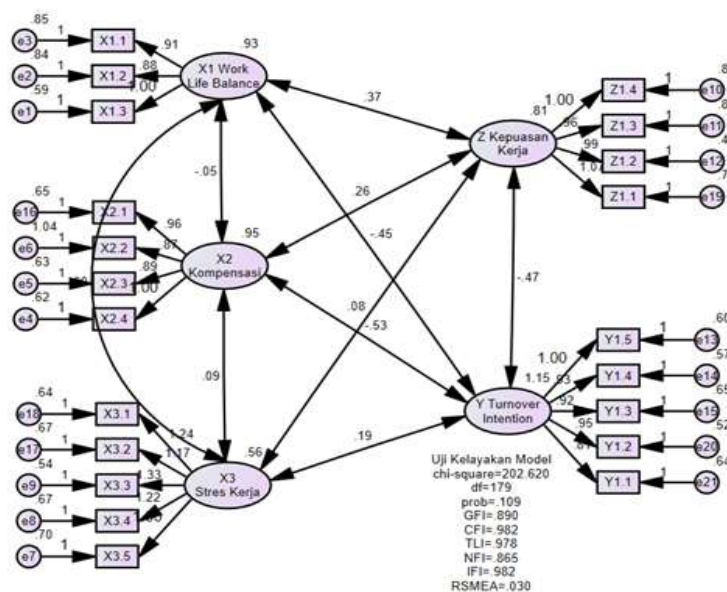
Compensation is a form of reward or service reward given by a company or organization to employees for the contributions and services they have provided in supporting the progress and achievement of the goals of the organization (Syah et al., 2025).

### 2.5 Job stress

Job stress is an individual's reaction to work demands and pressures that are out of balance with their abilities, skills, or knowledge. This condition occurs when the workload or expectations exceed an individual's capacity, requiring adjustments that can drain both physical and psychological energy (Riyadi, 2022).

## RESEARCH METHODS

This study employed a quantitative approach by distributing physical questionnaires to drivers of PO Bejeu Jepara. A total of 146 respondents were selected as the research sample. A five-point Likert scale was used to measure the research variables. Data were analyzed using Structural Equation Modeling (SEM) with the assistance of AMOS (Analysis of Moment Structure) software.



**Figure 1. Path analysis**  
Source: Processed Primary Data (2026)

The goodness-of-fit evaluation indicated that the research model was generally acceptable. The Chi-Square probability value ( $0.109 > 0.05$ ) and the Chi-Square value (202.620), which was lower than the table value (211.217), indicated that the model adequately fit the data. The RMSEA value of 0.030 and CMIN/DF value of 1.132 also met the recommended criteria. Furthermore, the TLI (0.978), CFI (0.982), and IFI (0.982) values exceeded the 0.95 threshold, indicating a very good model fit. Although the GFI (0.890) and AGFI (0.857) values were slightly below the recommended 0.90 threshold and considered marginal, the majority of the fit indices demonstrated satisfactory results. Therefore, the model can be considered appropriate and acceptable for further analysis.

## RESULT AND DISCUSSION

The results and discussion section presents all research findings, both primary and additional, as outcomes of a comprehensive and systematic data analysis. Each finding is accompanied by discussion, including comparisons with previous studies discussed in the introduction.

**Table 2. Output of Hypothesis Testing of Indirect Influence Research**

Hypothesis	Path Analysis Model	koefisien $\beta$	S.E.	C.R.	P Value	Information
H1	X1 Work-Life Balance -> Y Turnover Intention	-0.408	0.113	-3.608	***	Accepted
H2	X2 Compensation -> Y Turnover Intention	-0.548	0.105	-5.208	***	Accepted
H3	X3 Job Stress -> Y Turnover Intention	0.462	0.118	3.929	***	Accepted
H4	Z Job Satisfaction -> Y Turnover Intention	-0.26	0.113	-2.273	0.023	Accepted
H5	X1 Work-Life Balance -> Z Job Satisfaction	0.41	0.107	4.117	***	Accepted
H6	X2 Compensation -> Z Job Satisfaction	0.279	0.094	2.967	0.003	Accepted
H7	X3 Job Stress -> Z Job Satisfaction	0.095	0.111	0.855	0.392	Rejected

Source: Processed Primary Data (2026)

### H1 (Work-Life Balance → Turnover Intention)

The results indicate that Work-Life Balance has a negative and significant effect on Turnover Intention ( $\beta = -0.408$ ;  $p < 0.001$ ), meaning that better work-life balance reduces employees' intention to leave the organization. This suggests that when employees are able to balance their

work and personal life effectively, they tend to feel more comfortable and less pressured, which ultimately decreases their desire to resign.

### **H2 (Compensation → Turnover Intention)**

The findings show that Compensation has a negative and significant effect on Turnover Intention ( $\beta = -0.548$ ;  $p < 0.001$ ), indicating that higher and more appropriate compensation reduces employees' intention to leave. This implies that fair and competitive compensation plays a crucial role in retaining employees, as it increases their sense of value and satisfaction within the organization.

### **H3 (Job Stress → Turnover Intention)**

The results reveal that Job Stress has a positive and significant effect on Turnover Intention ( $\beta = 0.462$ ;  $p < 0.001$ ), meaning that higher levels of job stress increase employees' intention to leave the organization. This suggests that excessive workload, pressure, or work demands can lead to discomfort and burnout, encouraging employees to seek better work conditions elsewhere.

### **H4 (Job Satisfaction → Turnover Intention)**

The findings indicate that Job Satisfaction has a negative and significant effect on Turnover Intention ( $\beta = -0.260$ ;  $p = 0.023$ ), suggesting that higher job satisfaction reduces employees' intention to leave. Employees who feel satisfied with their jobs are more likely to remain loyal and committed to the organization.

### **H5 (Work-Life Balance → Job Satisfaction)**

The results show that Work-Life Balance has a positive and significant effect on Job Satisfaction ( $\beta = 0.410$ ;  $p < 0.001$ ), indicating that better balance between work and personal life increases employees' job satisfaction. This highlights the importance of organizational support in helping employees maintain a healthy balance to improve their overall satisfaction.

### **H6 (Compensation → Job Satisfaction)**

The findings demonstrate that Compensation has a positive and significant effect on Job Satisfaction ( $\beta = 0.279$ ;  $p = 0.003$ ), meaning that better compensation increases employees' job satisfaction. This suggests that financial rewards remain an important factor in shaping employees' positive perceptions of their jobs.

### **H7 (Job Stress → Job Satisfaction)**

The results indicate that Job Stress does not have a significant effect on Job Satisfaction ( $\beta = 0.095$ ;  $p = 0.392$ ), therefore the hypothesis is rejected. This suggests that the level of stress experienced by employees does not significantly influence their job satisfaction, possibly because employees are able to manage stress or perceive it as a normal aspect of their work.

**Table 3. Output of Hypothesis Testing of Direct Influence Research**

Hypothesis	Path Analysis Model	koefisien $\beta$	S.E.	C.R.	P Value	Information
H8	X1 Work-Life Balance - > Z Job Satisfaction -> Y Turnover Intention	-0.107	0.053	-	0.046	Accepted
H9	X2 Compensation -> Z Job Satisfaction -> Y Turnover Intention	-0.073	0.040112	-	0.071	Rejected
H10	X3 Job Stress -> Z Job Satisfaction -> Y Turnover Intention	-0.025	0.031	-	0.423	Rejected

Source: Processed Primary Data (2026)

### **H8 (Work-Life Balance → Job Satisfaction → Turnover Intention)**

The results show that Work-Life Balance has a negative and significant effect on Turnover Intention through Job Satisfaction ( $\beta = -0.107$ ;  $p = 0.046$ ), indicating that better work-life balance increases employees' job satisfaction and ultimately reduces their intention to leave the organization. This finding confirms that Job Satisfaction effectively mediates the relationship, highlighting the importance of balancing work and personal life in minimizing turnover intention.

### **H9 (Compensation → Job Satisfaction → Turnover Intention)**

The results indicate that Compensation does not have a significant effect on Turnover Intention through Job Satisfaction ( $\beta = -0.073$ ;  $p = 0.071$ ), therefore the hypothesis is rejected. Although the relationship is negative, compensation has not been strong enough to enhance job satisfaction in a way that reduces turnover intention, suggesting that other factors such as work environment or career development may play a more dominant role in influencing employees' decisions to stay.

### **H10 (Job Stress → Job Satisfaction → Turnover Intention)**

The results show that Job Stress does not have a significant effect on Turnover Intention through Job Satisfaction ( $\beta = -0.025$ ;  $p = 0.423$ ), thus the hypothesis is rejected. This indicates that the level of job stress experienced by employees does not significantly influence job satisfaction or their intention to leave, possibly because employees are able to manage stress effectively or perceive it as a tolerable part of their job demands.

## CONCLUSION

The findings indicate that employees' turnover intention is influenced by various factors related to working conditions and individual well-being. A reduction in turnover intention occurs when Work-Life Balance and compensation are at adequate and significant levels. Conversely, increased job stress significantly raises turnover intention. Job satisfaction serves as a protective factor that reduces employees' intention to leave the organization. Work-Life Balance and compensation positively contribute to job satisfaction, whereas job stress does not significantly affect job satisfaction. The mediation analysis reveals that job satisfaction mediates the relationship between Work-Life Balance and turnover intention. However, it does not mediate the effects of compensation or job stress on turnover intention, indicating that these variables primarily exert direct effects.

Future researchers are encouraged to expand this study by adding other variables such as organizational commitment, leadership, organizational culture, and career development, as well as broadening the research object to obtain more comprehensive results. For companies, it is important to improve work-life balance programs, especially for married employees, strengthen retention programs for employees with shorter tenure through training, mentoring, and clear career paths, provide competitive compensation and benefits, and create a supportive work environment to enhance job satisfaction and reduce turnover intention

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