

Examining the relationship between Job Satisfaction, Work Life Balance, Organizational Commitment on Employees Turnover Intention

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Abstract This study examines the relationship between Job Satisfaction, Work-life Balance, and Organizational Commitment on Employees' Turnover Intentions. The research aims to identify how these factors influence the likelihood of employees considering leaving their jobs. An online survey was conducted with a sample of 100 participants (56 males and 44 females) e.g., employees from various industries, utilizing standardized questionnaires to measure the key variables e.g., Job Satisfaction Index (JSI) by Brayfield, A. H., & Rothe, H. F. (1951), Work-life balance scale by Hayman (2005), OC-Scale by Upinder Dhar, Prashant Mishra & D.K. Srivastava (2002) and lastly Turnover intention scale by Chris F.C. Bothma & Gert Roodt. A correlational analysis was done to investigate the relationship between the variables. The analysis suggested that there is a relationship between the variables, a significant negative relationship was found between Job Satisfaction and Employees Turnover Intention, A significant negative relationship was found between Work Life Balance and Employees Turnover Intention, A significant negative relationship was found between Organizational commitment and Employees Turnover Intention, The findings reveal that higher job satisfaction and better work-life balance are significantly associated with reduced turnover intentions. Additionally, strong organizational commitment was found to mediate the relationship between job satisfaction and turnover intention. The study provides practical implications for organizations seeking to reduce turnover by focusing on enhancing employee satisfaction, promoting work-life balance, and strengthening organizational commitment.

Keywords: *Job Satisfaction, Work Life Balance, Organizational Commitment, Employees Turnover Intention.*

I - INTRODUCTION

1.1 - Overview

Employee turnover is a major issue for businesses, resulting in higher costs and delays in everyday

operations. This dissertation investigates how job satisfaction, work-life balance, and organizational commitment affect employees' intentions to leave their jobs. Understanding these relationships allows firms to better retain their people and run more smoothly. This study intends to provide significant insights that can assist firms in building stronger, more engaged teams and minimizing the impact of turnover on their business.

One important component of employee retention is job satisfaction. Studies have indicated that satisfied employees have a greater tendency to stick with their company, but dissatisfied employees may be more inclined to consider leaving (Spector, 1997).

The importance of work-life balance in determining employee retention and well-being is becoming more widely acknowledged. Research indicates that an unbalanced work-life schedule can result in stress and burnout, which can heighten the likelihood of turnover. On the other hand, companies that support work-life balance typically have lower employee turnover (Allen, 2001).

Another important element influencing the intention of employees to leave their company is organizational commitment, or the emotional tie they have to it. Even under difficult situations, dedicated workers are less likely to quit their company (Mowday, Steers, & Porter, 1979).

Ultimately, the goal of this study is to present a thorough knowledge of the ways in which organizational commitment, work-life balance, and job satisfaction all affect the desire to leave an organization. It is anticipated that the results will provide firms seeking to improve staff retention and lower turnover costs with useful information.

1.2 - Concepts Used in The Study

1. Job satisfaction: Job satisfaction is typically defined as an emotional state that arises from analyzing one's job experiences. It can be characterized as a pleasurable or positive emotional state that results from an evaluation of one's employment or job experiences. It is also seen as an emotional reaction to a work that arises from comparing real results to desired ones. Simply put, job satisfaction is the extent to which people enjoy their jobs (Fritzsche & Parrish, 2005).
2. Work life balance: Work-life balance refers to the establishment and upkeep of positive, healthy work environments that help employees balance their personal and professional obligations. This balance will increase employee productivity and loyalty. There have been a lot of research studies on work- life balance. High levels of conflict between work and family affect 1 in 4 employees, according to caregiver strain and work-to-family interference. When role overload is taken into account, nearly 60% of employees who responded to the poll reported having work-family conflict. Nonetheless, some people seem to have little trouble juggling a successful work with a fulfilling personal life (Meenakshi, Subrahmanyam, & Ravichandran, 2013).
3. Organizational commitment: Accordingly, there are three parts to organizational commitment: loyalty, participation, and strong acceptance. It was also suggested that commitment, rather than work happiness, was occasionally a more useful alternative construct to predict intentions of quitting a job. It is defined by a steadfast desire to serve the organization with devotion and commitment, a strong belief in and acceptance of the company's values, norms, and goals, and a readiness to put in significant effort for its well-being and profitability (Ghosh & Swamy, 1979).
4. Employee turnover intention: The subjective belief of an organizational member to leave their current position in search of better chances is known as turnover intention, or TI. Both voluntary and requested employee departures can have a negative impact on the functioning of the company, the dynamics of the work team, and the output of the unit. For the company, turnover of any kind results in expenses. When an employee departs, an organization loses the training and development

that it has invested heavily in its staff (Varshney, 2014).

1.3 - Theoretical Perspective/ Models

1. Theories/Models on Job Satisfaction Herzberg's Two-Factor Theory

(motivator-hygiene theory) hypothesized that job satisfaction and displeasure are driven by distinct sets of characteristics. Motivators (e.g., achievement, recognition, the work itself) contribute to job satisfaction, whereas hygiene elements (e.g., salary, company regulations, working environment) can generate displeasure if not addressed properly but do not always boost contentment (Giroux, 1960).

Job Characteristics Model (JCM) examined how job design influences job satisfaction. It outlines five fundamental dimensions: skill variety (using multiple skills), task identity (completing a complete piece of work), task importance (effect on others), autonomy (control over how to accomplish the job), and feedback (getting clear information on performance). These dimensions have an impact on three psychological states: meaningfulness, responsibility, and knowledge of results. Positive experiences lead to increased job satisfaction, motivation, and performance (Hackman, & Oldham, 1976).

2. Theories/Models on Work Life Balance

The Spillover Theory holds that emotions, behaviors, and experiences in one area of life, such as work, can spread to another, such as personal or family life. This spillover can be good, where satisfaction and fulfillment in one domain improve well-being in another, or negative, where stress and unhappiness in one area create problems in another. For example, stress from a tough workday may result in irritation at home, whereas a supportive family life may boost job satisfaction. The notion emphasizes the interdependence of work and personal life, highlighting the influence one can have on the other (Zedeck, 1992). Work-Life Integration Model focuses on combining work and personal life in a way that promotes overall well-being rather than attempting to strike a rigid balance. This paradigm promotes flexibility in managing work and personal commitments, allowing people to tailor their work and life arrangements to meet their specific requirements and preferences. Instead than focusing on evenly dividing time, it emphasizes the necessity of achieving harmonic integration that improves quality of life. Supportive

organizational practices, such as flexible work arrangements, are critical to fostering integration (Kossek, & Ozeki, 1998).

3. Theories/Models on Organizational Commitment

Three-Component Model of Commitment is a well-known theory that defines organizational commitment as a psychological condition that influences an employee's decision to stay with the organization. The approach distinguishes three components: affective commitment (emotional attachment to the organization, staying because one wants to), Continuance commitment (perceived costs of leaving, staying because one needs to), and normative commitment. This model is commonly used to understand the numerous elements that influence employee retention (Meyer, Allen, & Smith, 1993).

O'Reilly and Chatman (1986) Model of Organizational Commitment emphasis on employees can attach to their organization through three psychological mechanisms: compliance (following rules for rewards), identification (aligning themselves with the organization's values), and internalization (adopting these values as their own). This model emphasizes the various levels of commitment, ranging from surface-level adherence to deep, intrinsic connection, and how different circumstances influence employee loyalty and behavior within a company.

4. Theories/Models on Employee Turnover Intention
Job Embeddedness Theory suggest that employees' decisions to stay or leave an organization are influenced by three factors: links (social and professional connections within the organization and community), fit (alignment between employees' values and their job or organization), and sacrifice (the perceived costs of leaving, such as loss of benefits or relationships). Employees who are deeply embedded are less likely to leave since the costs of leaving outweigh the possible advantages (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001).

The Model of Employee Turnover describes a cognitive process in which work dissatisfaction causes people to consider quitting their business. The approach highlights various stages: employees initially experience discontent, which leads them to consider resigning. They then weigh the prospective benefits and costs of quitting, look for other career opportunities, and ultimately decide whether to stay or leave. This model emphasizes the significance of work

discontent and the assessment of alternatives in the turnover process (Mobley, W.H, 1977).

1.4 - Statement of Problem

The study explores how Job Satisfaction, Work Life Balance, and Organizational Commitment are linked to Employees' Intentions to leave their jobs.

1.5 - Purpose and Significance of The Study

The purpose of this study is to examine the relationship between Job Satisfaction, Work Life Balance, Organizational Commitment on Employees Turnover Intention.

Specifically, the study aims to:

- Analyze how job satisfaction, work-life balance, and organizational commitment interact with each other.
- Pinpoint which aspects of job satisfaction, work-life balance, and organizational commitment most significantly impact turnover intention.
- Offer insights to help organizations create effective strategies to enhance job satisfaction, improve work-life balance, and strengthen organizational commitment.

1.6 - Aim and Objectives

The Aim of this study is to examine the relationship between Job Satisfaction, Work Life Balance, Organizational Commitment on Employees Turnover Intention.

- Examining the relationship between Job Satisfaction and Employee Turnover Intention.
- Examining the relationship between Work Life Balance and Employee Turnover Intention.
- Examining the relationship between Organizational Commitment and Employee Turnover Intention.

II - REVIEW OF LITERATURE

2.1 - Studies between Job Satisfaction and Work life balance.

A study by Kruja and colleagues (2020) investigated the links between work-life balance and employee satisfaction in Tirana, Albania's banking sector. It seeks to determine whether work-life balance is achievable for people and how their personal lives affect job performance. The study surveyed 100 bank workers about their work-life balance and job satisfaction. The

findings show that many employees struggle to balance professional and personal responsibilities due to insufficient support from their employers. This imbalance causes increased stress, diminished motivation, and decreased productivity. According to the research, employees who attain greater work-life balance are more satisfied with their jobs and perform better. According to the survey, banks might gain considerably from having strong work-life balance policies, such as flexible working hours and remote work options. By doing so, firms can improve employee well-being, satisfaction, and overall productivity. The study emphasizes the necessity of incorporating work-life balance into organizational policies in order to build a healthier, more productive workforce.

A similar study looked at the relationship between work-life balance and job satisfaction among Jakarta bank employees. It seeks to understand how well-managed work-life balance initiatives can improve job satisfaction and employee well-being. The study surveyed a large number of employees from various banking organizations to collect thorough data on their experiences and perspectives. The results show a strong positive relationship between work-life balance and job satisfaction. The study found that work-life balance explained 50.7% of the variation in job satisfaction among respondents. This emphasized the importance of good work-life balance programs in boosting employee morale, lowering stress levels, and increasing overall job satisfaction. The study emphasized the need of developing strong work-life balance programs inside firms to build a healthier, happier, and more productive workforce in the banking industry. Banks that prioritize work-life balance can improve employee well-being while also driving higher levels of job satisfaction and performance (Kasbuntoro, Irma, Maemunah, Mahfud, Fahlevi, & Parashakti, 2020).

A study conducted by Bellmann, et.al, (2020) Investigated the influence of remote work on job satisfaction and work-life balance. It is based on three waves of data from the German Linked Personnel Panel, with a focus on personnel in the manufacturing and service industries. The findings imply that while remote work may not always improve work-life balance, it can temporarily boost job satisfaction. Employees who work from home are more likely to have higher salaries, longer working hours, and greater engagement in training. The study underlines the

significance of taking into account personal features, talents, employment properties, and job characteristics while evaluating the effects of remote work. The influence of remote work on job satisfaction and worklife balance varies depending on whether the work is done during or outside of contracted hours, as well as if a formal contractual arrangement exists. The study suggests that the effects of remote work on job satisfaction and work-life balance are complex and vary, especially in light of the COVID-19 epidemic.

Another study investigated the effect of remote work on job satisfaction in Russia. The study employs a representative panel dataset from the Russian Longitudinal Monitoring Survey (RLMSHSE) for the years 2016-2021, which contains a wide range of worker characteristics. The demographic analyzed includes both men and women of particular ages who work in a variety of industries and do at least some of their work remotely. The data indicate that working from home has a favorable influence on job satisfaction in the Russian labor market, with both men and women reporting better satisfaction while working remotely than when not. However, it has been observed that working more than eight hours per day remotely is connected with reduced job satisfaction. The study also evaluates the impact of the COVID-19 pandemic on these data, concluding that remote work had a beneficial impact on job satisfaction both before and after the pandemic (Smirnykh, 2024).

A study conducted by Waworuntu, Kainde, & Mandagi (2022) examined the association between work-life balance, job happiness, and workplace performance among Millennial and Gen Z employees. It discovers that both work-life balance and job happiness improve job performance in these generations. Compared to Millennials, Gen Z employees are more idealistic about their work and advancement. Both generations view a supportive work environment, which includes helpful supervisors and career possibilities, as important components of job satisfaction. Flexible work hours, annual leave, and the ability to work from home are critical for achieving work-life balance. High levels of work dissatisfaction and burnout are major reasons why Millennials and Generation Z employees leave their employment. As a result, addressing these issues is critical for firms seeking to boost productivity and retain young people in the workforce.

A similar study was conducted on Millennial Employees emphasized on Work Flexibility, WorkLife

Balance, and Job Satisfaction which take a look into how these characteristics affect overall job performance and retention rates among millennial employees, who are classified as those born between 1981 and 1996. This research aims to better understand the specific demands and preferences of millennials in the workplace, notably their desire for flexibility and balance between professional and personal lives. Key findings show that millennials place a high value on work-life balance. They place a great emphasis on the ability to manage their time independently, balancing professional responsibilities and personal hobbies. Companies that focus and encourage work-life balance report greater levels of job satisfaction among their millennial employees, which correlates with lower absenteeism and higher retention rates. In addition, the study discovered that job satisfaction among millennials is directly linked to their ability to strike a harmonic balance between work and personal life, resulting in greater job performance and fewer turnover intentions. Workplace flexibility, such as remote work choices and flexible hours, also helps to create a happy work environment, improving employee well-being and productivity. These findings indicate that firms seeking to attract and retain millennial talent should consider introducing policies that promote work flexibility and a positive work-life balance (Ahdianita, & Setyaningrum, 2024).

A research conducted by Wijaya, et.al, (2022) Investigated the impact of job satisfaction and work-life balance on female nurses' job performance. The study focuses on female nurses working at the Klungkung General Hospital. According to the findings, job happiness and work-life balance have a considerable impact on job performance. According to the findings, female nurses who are more satisfied with their jobs perform better. In addition, work-life balance has been proven to have a favorable impact on job satisfaction, which in turn mediates the association between work-life balance and performance. This means that female nurses who can effectively manage their professional and personal life have higher job satisfaction, which leads to improved performance at work. The theoretical implications indicate that controlling work-life balance and job satisfaction is critical for improving employee performance, particularly in the healthcare industry. The study emphasized the importance of organizational policies that encourage work-life balance in fostering job satisfaction and improving overall job performance.

A similar research study Investigated Work Life Balance and Job Satisfaction among Nurses in Government and Private Hospitals in Chennai which looked at 400 nurses in Chennai, India, to see how they balance their professional and personal lives. The study aims to better understand the elements that influence nurses' work-life balance and compare their experiences in various healthcare settings. Key findings include a higher proportion of single and divorced nurses in private hospitals, lower levels of stress and fatigue among private nurses, and worse job satisfaction despite higher financial rewards and amenities. The study suggests that private hospital nurses have a weaker work-life balance and experience more exhaustion, which may have an influence on their general well-being and patient care quality. The study also examined the relationship between GDP and population growth in the Indian economy during the post-liberalization period, arguing that while GDP growth has outpaced population growth, population growth Granger causes GDP growth at higher-ordered lags, implying that effective population skill-building policies could contribute even more to economic growth (Pawar, Kadam, Deshmukh, & Bhosale, 2023).

2.2 - Studies between Organizational Commitment and Job Satisfaction.

A study conducted by Erlangga and colleagues (2021) attempted to investigate the impacts of organizational commitment and work environment on job satisfaction and teacher performance. Using Structural Equation Modeling (SEM) and Smart PLS for data analysis, the study surveyed 150 teachers in the Jabodetabek area via an electronically disseminated questionnaire with simple random sampling. The results showed that organizational commitment had no significant effect on job satisfaction or teacher performance. Similarly, the work environment had no significant effect on job satisfaction but did improve teacher performance. Additionally, job satisfaction was discovered to have no significant impact on teacher performance. These findings imply that while improving the work environment can help teachers perform better, boosting organizational commitment alone may not result in increased job satisfaction or performance outcomes. In contrast another similar study Investigated the relationship between Job Satisfaction (JS) and Organizational Commitment (OC) among university teachers in India, The survey included a sample of 396

respondents, 240 males and 156 females, with the majority holding PhDs (90.4%). The participants' positions span from assistant professor to professor, providing a broad perspective across academic ranks. The results showed a substantial positive association between JS and OC, implying that higher levels of job satisfaction among university professors are associated with more organizational commitment. This link implies that enhancing job satisfaction through improved working conditions, recognition, and support might lead to a stronger commitment to the institution. These findings are essential for university administrators and legislators, since they emphasize the necessity of creating a supportive and gratifying work environment in order to improve both individual and organizational performance.

Universities that focus on strategies that improve job satisfaction have the potential to reduce attrition, boost morale, and produce better educational outcomes (Bashir, & Gani, 2020).

Another similar study was conducted on the Indonesian population which Investigated the impact of organizational commitment and work environment on job satisfaction and teacher performance. The study used a sample of 154 teachers from Indonesia's Jabodetabek region who completed a questionnaire distributed electronically using simple random sampling. To find causal links between variables, the data was examined using structural equation modeling (SEM) and Smart PLS. The data show that organizational commitment has a considerable effect on teacher performance, whereas the work environment has a large impact on both job satisfaction and teacher performance. Organizational commitment, on the other hand, has no substantial effect on work satisfaction, which in turn has no significant impact on teacher performance. These findings indicate that, while a supportive work environment is essential for increasing both job satisfaction and performance, other factors may moderate the association between organizational commitment and job satisfaction. The study emphasized the need of building a happy work environment to promote teacher performance, as well as the necessity for more research into the mediating elements between organizational commitment and job satisfaction (Widodo, & Damayanti, 2020).

A research study was conducted by AlKahtani, et.al. (2021) The study looked at the links between employee empowerment, job satisfaction, and

organizational commitment in Pakistan's hotel business. The study's population consists of front-line staff from four and five-star hotels and restaurants in Rawalpindi, Islamabad, and Dera Ismail Khan. Data was collected at two periods in time: first, in February 2019 (T1), when 450 questionnaires were issued and 380 were returned, and then again in February 2020 (T2), when 307 usable responses were received from individuals who had previously participated. Managers and shift supervisors were among those who responded. To measure the variables, the study used a 35-item questionnaire with validated scales, and Cronbach's alpha was greater than 0.70 for all variables. The findings showed that employee empowerment has a significant impact on organizational commitment and work satisfaction. Furthermore, job satisfaction not only directly influences organizational commitment, but it also acts as a bridge between empowerment and commitment. The research underlines the necessity of empowering individuals to establish a committed workforce, hence improving organizational performance and productivity. Another similar study was conducted which explored the indirect impacts mediated by organizational commitment as well as the direct effects of Diversity Management (DM) attitudes on work satisfaction among hospitality personnel. It also looked at how these associations change depending on demographic variables including age, gender, and ethnicity. Employees at three, four, and five-star hotels in the popular tourist destination of the Canary Islands were surveyed as part of this quantitative study. Between December 2019 and February 2020, a sample of 458 people was used for data gathering. The respondents' demographic profile comprised staff from various hotel departments, with a mean age of 40.73 years, 57% female, and 23% foreign. The results showed that positive views of DM greatly increase organizational commitment, which in turn raises job satisfaction. DM has a favorable and statistically significant indirect effect on job satisfaction through organizational commitment, especially for younger employees. The moderating effects of gender and ethnic origin, however, did not reach statistical significance, suggesting that the effects were comparable for all of these groups. These findings demonstrate how crucial good DM techniques are to building a loyal and contented workforce, which in turn improves organizational performance and

customer satisfaction in the hospitality sector (GarcíaRodríguez, Dorta-Afonso, & González-De-la-Rosa, 2020).

A study was conducted by Qing, et.al, (2020) The study emphasized affective commitment and job satisfaction in particular, but it also examined the theoretical and empirical connections between ethical leadership and workers' views toward their jobs. The study focused on how psychological empowerment functions as a mediator among Chinese public sector workers. There were 307 participants in the study, most of whom were between the ages of 20 and 40. Of these, 51% were men and 49% were women. The respondents' work tenure spanned from one to six years, and their educational backgrounds ranged from high school to master's degrees. The study discovered that psychological empowerment significantly mediates the association between affective commitment and job satisfaction and ethical leadership using Structural Equation Modeling (SEM). The results indicate that psychological empowerment has a significant indirect effect on both job satisfaction and affective commitment (standardized $\beta = 0.17$, $p < 0.01$), which supports the hypothesis that psychological empowerment mediates ethical leadership's positive impact on certain work-related attitudes. The research highlights the significance of moral leadership in augmenting workers' psychological empowerment, hence elevating their job satisfaction and commitment to the firm.

Another study on the Indonesian population was conducted which explores the connection between organizational commitment, organizational culture, and job satisfaction as well as how these factors affect Organizational Citizenship Behavior (OCB) in the field of electrical contracting. The study is focused on employees of the Indonesian Electrical Contractors Association, and the majority of responders (55%) had a bachelor's degree, while the remaining respondents (45%) attended vocational institutions. The age distribution shows a workforce in its prime with a good deal of work experience: 20–30 years old (25%), 31–40 years old (27%), and 41–50 years old (48%). Using Partial Least Square (PLS) analysis, the study finds that organizational commitment and organizational culture have a considerable impact on Organizational Citizenship Behavior (OCB), with organizational commitment accounting for 16% of OCB and organizational culture accounting for 98.3%. OCB is not directly impacted by job satisfaction, though the

research verifies the validity and reliability of the indicators utilized, with all indicators meeting the composite reliability, RhoA, and Cronbach alpha levels, assuring the findings robustness (Azmy, 2021). Another study on The Vietnamese population was conducted which looked at the relationship between organizational commitment and work performance, with job satisfaction serving as a mediator. The study, which is limited to non-Western contexts such as Vietnam, polled 547 employees from a variety of companies. The sample consisted of employees who were 29.2 years old on average and had worked for six years. All assumptions were supported by the findings, which showed that organizational commitment improves job performance and job satisfaction, whereas job satisfaction improves job performance. According to the study, while organizational commitment on its own can improve job performance, it is greatly enhanced when job satisfaction is present. To boost work performance, organizations should prioritize job satisfaction and organizational commitment. The study advises practical methods such as fair pay, promotion possibilities, and managerial support to increase commitment and satisfaction, which will lead to improved job performance (Loan, 2020).

2.3 - Studies between Work Life Balance and Employee Turnover Intention.

A study conducted by Purwatiningsih, et.al, (2021) examined the factors that influence millennial employees' intentions to leave their jobs. Using a qualitative approach based on a review of previous studies, the study focuses on millennials, defined as people born between 1980 and 2000, who are distinguished by characteristics that include a preference for work-life balance, self-actualization, and opportunity for professional development. The data show that work-life balance and professional growth have a substantial negative association with millennial turnover intentions. Specifically, when millennials maintain a decent work-life balance and see abundant prospects for career advancement, their intention to leave their current employment lowers. Poor work-life balance and restricted possibilities for professional development, on the other hand, increase the likelihood of turnover. According to the research, millennials place a high priority on professional growth and work-life balance, and they are more likely to stay in jobs that provide these needs. These findings showed that firms

looking to retain millennial employees should prioritize work-life balance and give clear career growth opportunities.

Another similar study was conducted on Generation Y focuses on determining how work-life balance affects job engagement and turnover intention among Generation Y employees. The study used a sample of 190 employees from diverse fields in Bandung, Indonesia. The study used a quantitative research technique utilizing survey methods and basic linear regression to examine the data. The findings demonstrated that work-life balance had no significant effect on job engagement, implying that other factors such as length of service and work environment adaptation may influence job engagement. However, the study showed a significant negative relationship between work-life balance and turnover intention, meaning that better work-life balance reduces the desire to leave the organization. The study emphasizes the necessity of firms providing enough work time and leave benefits to prevent employee turnover, implying that improving work-life balance may be a critical approach for retaining Generation Y employees (Lestari, & Margaretha, 2021).

Another similar study conducted on Generation Z investigated the impact of psychological capital, organizational commitment, and work-life balance on turnover intentions among employees in Bandung, West Java. The study used a qualitative approach with a survey method, with 100 respondents from Generation Z and millennial employees who had worked for at least six months. Data were gathered through online questionnaires and analyzed using Structural Equation Modeling with Partial Least Squares (PLS 3.0 software). Psychological capital was assessed using dimensions of efficacy, hope, optimism, and resilience; organizational commitment was assessed using normative, affective, and continuous commitment; work-life balance was evaluated using specific items; and turnover intention was measured using established scales. According to the research, Generation Z employees who have high levels of psychological capital and organizational commitment are less likely to leave their jobs. Furthermore, work-life balance was discovered to mediate the association between psychological capital and turnover intention, indicating that improving employees' work-life balance can further reduce their risk of leaving the business (Suganda, 2022).

A study conducted by Kakar and colleagues (2021) explored the relation between Work-Life Balance (WLB) practices and faculty turnover intention In South Indian Higher Education Institutions (HEIs). The study's population included full-time academics from higher education institutions in Andhra Pradesh, Karnataka, Kerala, Tamil Nadu, Telangana, and the union territories of Lakshadweep and Puducherry. Data were acquired using a self administered survey distributed to 750 academics, yielding 550 valid replies after filtering out incomplete and invalid data. The study found that WLB practices had a significant negative impact on turnover intention while having a good impact on Person-Job Fit (PJF). This means that when firms embrace WLB practices such as flexible working hours and childcare facilities, academics are more likely to feel content and well suited to their professions, lessening their desire to quit. Furthermore, the study discovered that PJF mediates the relationship between WLB practices and turnover intention, meaning that WLB practices that improve PJF reduce the probability of turnover. These findings indicate that HEIs can improve retention by implementing supportive WLB policies, indicating their commitment to meeting the requirements and preferences of their academic staff.

In contrast, a study in the banking sector investigated the relationship between Work-Life Balance (WLB), burnout, and Turnover Intention (TI) among Indonesian bank loan division employees. The study's objectives are to assess the impact of WLB on TI, WLB on burnout, burnout on TI, and the role of burnout in mediating the relationship between WLB and TI. The population consists of bank personnel working in the loan division, and data was acquired via convenience sampling and analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) methods. The results show that WLB has no direct meaningful impact on TI, which contradicts the initial notion. However, WLB has a significant positive impact on burnout, suggesting that strengthening WLB reduces employee burnout. Furthermore, burnout considerably raises TI, which means that employees with higher degrees of burnout are more likely to want to leave their positions. Furthermore, WLB indirectly influences TI via burnout, implying that WLB can reduce TI by alleviating exhaustion. The report emphasized the necessity for firms to establish appropriate work-life balance measures to minimize

burnout and reduce turnover rates (Esthi, & Panjaitan, 2023).

The study looked at the correlation between Quality of Work Life (QWL), Organizational Commitment (OC), and Turnover Intention (TI) among nurses at a Malaysian teaching hospital. A self-reported survey was used to obtain data from 430 nurses. The majority were female (93%), Malay (94%), and held a diploma (95.6%). The average age was 31, and 85% had less than six years of experience. The study's structural equation model revealed that QWL had a considerable influence on both OC and TI. A higher QWL reduces TI by 0.0234 units per unit increase. QWL also has a beneficial effect on OC (path coefficient = 0.574). The study revealed that enhancing QWL not only increases nurses' commitment to the company, but also lessens their desire to quit. This emphasized the necessity for hospital management to prioritize policies and procedures that improve work-life quality in order to retain nursing staff (Ibrahim Alzamel, Abdullah, Chong, & Chua, 2020).

A similar study was conducted to look at the effect of workplace stress and work-life balance on turnover intentions among Thai pharmaceutical sector employees. The study, which used Smart PLS version 3, analyzed data from 277 individuals from 13 pharmaceutical businesses and discovered that high levels of stress have a negative impact on employee motivation, health, and performance. Conversely, a healthy work-life balance is critical for employee wellbeing and job satisfaction. According to the study, poor work-life balance and significant workplace stress increase the likelihood that employees may consider changing jobs. It proposed that employers develop supportive environments that manage stress and encourage a healthy work-life balance in order to increase employee retention, lower turnover costs, and boost productivity. The study recommended additional qualitative research to better understand these characteristics and build effective pharmacological management techniques (Kerdpitak, & Jermstittaparsert, 2020).

However, a meta analysis was conducted where the association between organizational commitment (OC) and turnover intention (TI) in the hotel industry. A meta-analysis of studies involving hotel and restaurant staff, with sample sizes ranging from 116 to 526 individuals, discovered a substantial negative connection between OC and turnover intention.

Employees who felt more committed to the organization were less likely to leave their positions. The meta-analysis standardized and combined data from individual research using statistical approaches such as Fisher's Z transformation and random effects models. The results revealed effect sizes that indicated the strength of the associations tested. Homogeneity tests indicated that the studies had a heterogeneous structure, with impact sizes varying due to changes in research design, populations, or scales. The metaanalysis found a considerable association between OC and reduced turnover intentions, stressing the significance of developing a committed staff to combat high turnover rates in the hospitality business (Guzeller, & Celiker, 2020).

III - METHODOLOGY

3.1 - Research Questions

1. Is there a negative relationship between Job Satisfaction and Employee Turnover Intention?
2. Is there a negative relationship between Work Life Balance and Employee Turnover Intention?
3. Is there a negative relationship between Organizational Commitment and Employee Turnover Intention?

3.2 - Hypotheses

1. There is a negative relationship between Job Satisfaction and Employee Turnover Intention.
2. There is a negative relationship between Work Life Balance and Employee Turnover Intention.
3. There is a negative relationship between Organizational Commitment and Employee Turnover Intention.

3.3 - Variables

1. Job Satisfaction
2. Work Life Balance
3. Organizational Commitment
4. Employee Turnover Intention.

3.4 - Operational Definitions of Variables

Job Satisfaction: The degree to which an employee feels content and fulfilled by their job, which can be measured through a standardized survey instrument that captures various aspects of job satisfaction. Job Satisfaction Index (JSI) by (Brayfield, & Rothe, 1951).

Work-Life Balance: The extent to which an individual perceives that they effectively manage and harmonize

the demands of work responsibilities with personal and family life. Work-life balance scale by (Hayman, 2005).

Organizational Commitment: The psychological attachment and loyalty that an employee feels towards their organization, which influences their willingness to continue working there and to exert effort on behalf of the organization. OCScale by (Upinder, Prashant & D.K, 2002).

Employee Turnover Intention: The likelihood or intent of an employee to leave their current organization within a certain time frame, often measured through their self-reported likelihood of seeking alternative employment or leaving the organization. Turnover intention scale by (Chris & Gert, 2004).

3.5 - Participants

The participants in this study will be employees aged 18 to 40 years, from various industries and organizational sizes. They must be working in corporate. The sample will be diverse, including different job roles and departments, to ensure a comprehensive analysis of Job Satisfaction, Work Life Balance, and Organizational Commitment on Employees Turnover Intention.

1. Sample size:

The sample size (n) for this study consisted of 100 employees from various industries. Participants were aged between 18 and 40 years, and the sample included both male and female employees. This group was categorized into different job roles and departments to provide a comprehensive analysis of job satisfaction, work-life balance, and organizational commitment.

2. Inclusion criteria:

Participants must be adults aged between 18 and 40 years. They should be currently working in a corporate. Additionally, participants must have a basic knowledge of English to effectively understand and respond to the survey questions.

3. Exclusion criteria:

Participants who are currently on extended breaks from work, such as maternity leave, long-term medical leave, or sabbaticals.

3.6 - Design

This correlational study will involve surveying 100 full-time employees aged 18 to 40 using standardized scales for job satisfaction, work-life balance, organizational commitment, and turnover intention. Data will be

collected electronically and analyzed using descriptive statistics and Pearson correlation coefficients to explore the relationships between these variables and their impact on turnover intention.

3.7 - Sampling Method

Snowball sampling will be used in this study to find volunteers. A small number of employees will be contacted at first, and asked to recommend other employees who fit the study's requirements. This strategy will guarantee a wide range of replies and aid in expanding the sample of full-time employees between the ages of 18 and 40.

3.8 - Instrumentation

The study utilized four established scales to measure the key variables: job satisfaction, work-life balance, organizational commitment, and turnover intention.

The Job Satisfaction Index (JSI), developed by Brayfield and Rothe (1951), will be used to assess overall job satisfaction. This scale includes 18 items that reflect employees' feelings about various aspects of their job, such as the work environment, relationship with supervisors, and job duties. Participants will rate their level of satisfaction on a 5-point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree), providing a comprehensive view of job satisfaction.

Reliability: The scale was given to 231 female office employees. The range of job satisfaction scores was 35 to 87. The average score was 63.8, with a standard deviation of 9.4. The odd-even product moment reliability was 0.77, and the Spearman-Brown formula adjusted it to 0.87.

Validity: The authors found that a scale expressing job satisfaction or dissatisfaction was valid, based on face validity and the development of items by 77 men from an Army Specialized Training Program. The scale was also tested on 91 adult night school students, who were divided into personnel and non-performers. Significant differences were found, indicating the scale's validity based on its nature and ability to differentiate between groups.

The Work-Life Balance Scale, created by Hayman (2005), will measure employees' perceptions of their work-life balance. This scale consists of 15 items that assess how effectively employees manage the competing demands of work and personal life, as well as their overall satisfaction with this balance. It includes items that evaluate the adequacy of time spent with

family, personal well-being, and stress levels related to work-life conflicts. Participants will rate their responses on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Reliability: The scale showed good dependability, with a Cronbach's alpha of .88 for the overall scale. Cronbach's alphas for the subscales were .93 for "Work Interference with Personal Life" (WIPL), .85 for "Personal Life Interference with Work" (PLIW), and .69 for "Work/Personal Life Enhancement" (WPLE). These results demonstrate that the scale is consistent and trustworthy in measuring work-life balance among nursing professors.

Validity: The scale's validity was validated by a principal components analysis with varimax rotation, which indicated three internally consistent factors accounting for 40.5% of variance. This implies that the scale has strong construct validity, which means it accurately measures the concept of work-life balance as intended.

The Organizational Commitment Scale (OC-Scale), designed by Dhar, Mishra, and Srivastava (2002), will measure different dimensions of organizational commitment. This scale consists of 8 items and evaluates affective commitment, which reflects emotional attachment to the organization; continuance commitment, which assesses the perceived costs of leaving; and normative commitment, which measures the sense of obligation to remain with the organization. Participants will respond to items on a 5-point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree) to gauge their level of commitment across these dimensions.

Reliability: The scale's reliability was established using the split-half reliability coefficient, which was corrected for full length. The scale was given to 500 people (ages 22–55) and divided into two equal halves based on odd and even items. A simple correlation was calculated between these halves, and the overall test's dependability was determined.

Validity: The validity was most likely evaluated, however exact details are not available in the snippet. Typically, validity involves determining how effectively the scale measures what it is supposed to measure, potentially by association with other established scales or expert assessment.

Lastly, the Turnover Intention Scale, formulated by Bothma and Roodt (2013), will be used to gauge employees' intentions to leave their current job or

organization. This scale comprises 15 items that capture the likelihood of an employee quitting their job and the frequency of considering leaving the organization. It includes items that address thoughts about searching for new employment and the planned time frame for leaving. Participants will rate their responses on a 5-point Likert scale ranging from 1 to 5.

Reliability: The TIS-6 shows good internal consistency, with a Cronbach's alpha of 0.80, indicating that it accurately evaluates employee turnover intentions.

Validity: The study assessed the validity of the TIS-6, confirming its ability to predict actual turnover. It also showed significant differences between leavers and stayers in other theoretical variables, confirming its validity in different contexts. The study also investigated the factorial validity of the TIS-6, confirming its structural soundness in measuring turnover intentions.

These scales will provide comprehensive and reliable measures for analyzing the relationships between job satisfaction, work-life balance, organizational commitment, and turnover intention.

3.9 - Data Collection Procedure

Data was collected through an online survey, where participants responded to items from the Job Satisfaction Index (JSI) by Brayfield, A. H., & Rothe, H. F. (1951), the Work-Life Balance Scale by Hayman (2005), the Organizational Commitment Scale (OC-Scale) by Upinder Dhar, Prashant Mishra & D.K. Srivastava (2002), and the Turnover Intention Scale by Chris F.C. Bothma & Gert Roodt. Participants also answered demographic questions such as age, gender, education, work experience, and work environment. The online survey was done using Google Forms.

3.10 - Ethical Consideration

Participants gave their informed consent prior to the data collection, which ensured that their participation was voluntary. The study also ensures that participant responses will remain anonymous and confidential in order to protect participants' privacy.

IV - RESULTS AND DISCUSSION

4.1 - Results

The aim of the study was to Examine the relationship between Job Satisfaction, Work Life Balance, Organizational Commitment on Employees Turnover Intention. Descriptive statistics such as mean and

standard deviation were calculated to describe the nature of data. Normality was established and the data was found to be near normal. A Pearson product moment correlation was done to find the relationship between the variables.

Table 4.1: Number of Males and Females in the sample

Gender	N
Male	56
Female	44

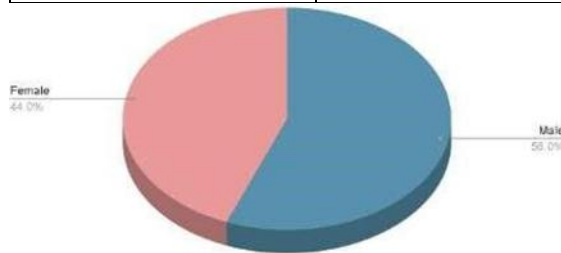


Figure 4.1: Number of Males and Females in the sample (N=100)

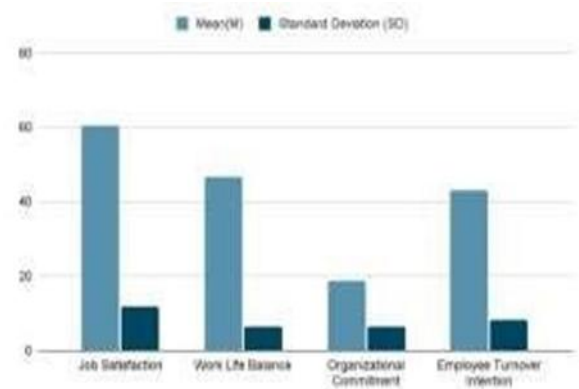


Figure 4.2: Statistical Properties of Correlational Variables

Table 4.2: Statistical Properties of Correlational Variables

Measures	Mean(M)	Standard Deviation (SD)	N
Job Satisfaction	60.52	11.99	100
Work Life Balance	46.7	6.32	100
Organizational Commitment	18.7	6.31	100
Employee Turnover Intention	43.15	8.28	100

As shown in the Table 4.1, 44 female and 56 male participants comprised the sample (N=100). Figure 4.1, shows that 44 % of the sample was females and 56% of the sample was males.

Table 4.2 showed the Mean (M) and Standard Deviation (SD) of the variables being studied. For Job Satisfaction, as measured by Job Satisfaction Index (JSI) by (Brayfield, & Rothe, 1951), the mean score and standard deviation for all participants was (M = 60.52, SD = 11.99). In terms for Work Life Balance, as measured by Work-life balance scale by (Hayman,

2005), the mean score and standard deviation for all participants was (M = 46.7, SD = 6.32). For Organizational Commitment, as measured by OC Scale by (Upinder, Prashant & D.K, 2002), the mean score and standard deviation for all participants was (M = 18.7, SD = 6.31). Lastly, for Employee Turnover Intention, as measured by Turnover intention scale by (Chris & Gert, 2004), the mean score and standard deviation for all participants was (M = 43.15, SD = 8.28).

Table 4.3: Pearson correlation coefficient for Job Satisfaction, Work Life Balance, Organizational Commitment on Employees Turnover Intention

Measures	1	2	3	4
Job Satisfaction	-	-	-	- 0.661
Work Life Balance	-	-	-	- 0.216
Organizational Commitment	-	-	-	-0.371
Employee Turnover Intention	- 0.661	- 0.216	-0.371	

A correlation analysis was done to examine the relationship between the variables. Table 4.3 indicates Pearson correlation coefficient for the variables being studied.

With reference to Table 4.3 the interpretation of correlation coefficient between Job Satisfaction and Employee Turnover Intention revealed that, as predicted, there is a significant negative correlation [r

(100)= - 0.661; $p < 0.001$] between the two variables validating hypothesis 1 which states, 'There will be a significant negative relationship between Job Satisfaction and Employee Turnover Intention.

Interpretation of correlation coefficient between Work Life Balance and Employee Turnover Intention revealed that, as predicted, there is a significant negative correlation [$r(100) = -0.216$; $p < 0.05$] between the two variables validating hypothesis 2 which states, 'There will be a significant negative relationship between Work Life Balance and Employee Turnover Intention.

Interpretation of correlation coefficient between Organizational Commitment and Employee Turnover Intention revealed that, as contrast to prediction, there is a significant positive correlation [$r(100) = 0.371$; $p < 0.001$] between the two variables not validating hypothesis 3 which states, 'There will be a significant negative relationship between Organizational Commitment and Employee Turnover Intention.

4.1 - Discussion

The study explores the relationship between Job Satisfaction, Work Life Balance, and Organizational Commitment on Employee Turnover Intention. Descriptive statistics, including measures like Mean, Median, and SD, were calculated to analyze the data and provide a foundational understanding of the variables. Additionally, a Correlation analysis was performed to examine the strength and direction of the relationships between these factors, helping to identify how job satisfaction, work-life balance and organizational commitment affects employees' intention

The correlation coefficient between Employee Turnover Intention and Job Satisfaction was interpreted, and the results showed that there is a significant negative correlation, as expected. Low Employee Turnover Intention is predicted by high Job Satisfaction, and vice versa. Gurpreet (2007) conducted a survey of 300 scientists from two Haryana institutions to investigate the association between job satisfaction and turnover intentions. Higher job satisfaction lowers intentions to leave, according to the results, which indicate a significant negative correlation. Regarding Job Satisfaction and intentions to leave the organization, there were no discernible variations between the two groups.

The correlation coefficient between Employee

Turnover Intention and Work Life Balance was interpreted, and the results showed that there is a significant negative correlation, as expected. Low Employee Turnover Intention is predicted by high Work Life Balance, and vice versa. A research conducted by Nor Siah Jaharuddin and Liyana Nadia Zainol (2019) examined the relationship between work-life balance (WLB), job engagement, and turnover intention. The study surveyed 213 executive level employees in Klang Valley, Malaysia. The findings revealed a direct relationship between work life conflict and both job engagement and turnover intention. A significant link was also found between job engagement and turnover intention. However, no mediation effect of job engagement between WLB and turnover intention was detected. The research emphasized the importance of organizational support for WLB to enhance employee engagement and retention.

The correlation coefficient between Employee Turnover Intention and Organizational Commitment was interpreted, and the results showed that there is a significant negative correlation, as expected. Low Employee Turnover Intention is predicted by high Organizational Commitment, and vice versa. A research conducted by Guzeller and Celiker (2020) examines the relationship between organizational commitment and turnover intention in the tourism and hospitality industry through a meta analysis of 13 studies with 4,047 employees. The findings reveal a moderate negative relationship, indicating that employees with stronger emotional commitment are less likely to leave their jobs. Enhancing organizational commitment through strategies like better employee selection, training, career opportunities, and fostering a fair work environment can help reduce turnover intention and improve employee retention in this industry.

V - SUMMARY AND CONCLUSION

5.1 - Summary of The Study

The study aimed to investigate the relationship between Job Satisfaction, work-life balance, and organizational commitment on employees' turnover intention. The primary analysis was conducted with a sample of ($N = 100$) participants, consisting of 44 females and 56 males aged 18-40, all employed in corporate settings. A correlational analysis was used to examine the

relationships between these variables. The sample was obtained through snowball and purposive sampling methods, and the study employed a correlational design.

Data were collected via Google Forms, which included a survey comprising a consent form, demographic details, the questionnaires used in the study, and a debriefing section. Once the data were gathered, basic descriptive statistics such as mean and standard deviation were calculated. A correlation analysis was then conducted to explore the relationships between Job Satisfaction, work-life balance, organizational commitment, and employees' turnover intention.

The findings revealed that Job Satisfaction was negatively correlated with turnover intention, work-life balance was negatively correlated with turnover intention, and organizational commitment was positively correlated with turnover intention.

5.2 - Limitations

1. Geographic and cultural specificity: The study focused on employees in Mumbai, which may limit the findings' applicability to other regions or cultural contexts. Mumbai's distinct cultural and economic environment may have a different impact on the results than other cities or countries.

2. Self-Reported Data: The study's measurements of Job Satisfaction, work-life balance, organizational commitment, and turnover intention are most likely self reported. This can induce biases such as the social desirability bias, in which participants supply answers they believe are anticipated rather than their real feelings.

3. Uncontrolled Variables: Other factors impacting turnover intention that were not considered in the study include economic conditions, job market changes, and individual personality qualities. These uncontrolled variables could set off the results.

4. Cross-Sectional Design: A cross-sectional study collects data at a single point in time, making it difficult to determine causality between factors. Longitudinal studies are more suited to investigating changes over time and establishing stronger causal linkages.

5.3 - Practical Implications

1. HR Policy Development: The findings can assist HR professionals in creating targeted policies to

promote Job Satisfaction, work life balance, and organizational commitment. For example, if work-life balance is discovered to greatly lower turnover intention, businesses may implement flexible work hours, remote work choices, or wellness programs to retain staff.

2. Employee Retention Strategies: Understanding the major factors of turnover intention allows firms to build more effective retention strategies. For example, if low Job Satisfaction is identified as a significant issue, efforts can be taken to enhance workplace conditions, recognition programs, and career development possibilities.

3. Tailored Interventions: The study can help identify which demographic groups are most at risk of high turnover. Organizations can then customize interventions to specific employee segments, such as younger workers who value career advancement or working parents who want more work-life balance support.

4. Benchmarking and Best Practices: Companies in Mumbai or similar metropolitan contexts might utilize the study's findings to compare their human resource practices to those of others. They can enhance their own retention rates by implementing the best strategies outlined in the report.

5.4 - Suggestions for Future Research

1. Regression Analysis: Future research could use regression analysis to determine the degree and direction of the correlations between Job Satisfaction, work-life balance, organizational commitment, and turnover intention. Using multiple regression models, researchers can adjust for a variety of characteristics and identify which variables have the greatest impact on turnover intention. This method would also enable the detection of potential interaction effects across variables, resulting in a more nuanced understanding of how various factors interact to drive employee turnover.

1. Longitudinal Studies: By conducting longitudinal studies, researchers can examine changes in Job Satisfaction, work-life balance, and organizational commitment over time, providing further insight into the causal links between these variables and turnover intentions.

2. Comparative Studies Across Regions: Future research could compare the relationship between Job

Satisfaction, worklife balance, organizational commitment, and turnover intention across different cities or regions in India and around the world to better understand the impact of cultural, economic, and regional differences.

3. Impact of Remote and Hybrid Work

Models: Given the increasing prevalence of remote and hybrid work, future research could look into how these work arrangements affect Job Satisfaction, work-life balance, organizational commitment, and turnover intention, providing valuable insights into modern work environments.

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