

The Influence of Work Stress and Work-Life Balance on Turnover Intention at PT Gamester Legenda Indonesia

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ABSTRACT

The creative industry also has a fast-paced work dynamic and a constant demand for innovation, requiring employees to always be creative and productive, often at the expense of work-life balance, where the boundaries between work time and personal time become blurred. Employees who experience high levels of stress and struggle to maintain work-life balance tend to have a higher turnover intention. This study aims to analyze the effect of job stress and work-life balance on turnover intention among employees of PT Gamester Legenda Indonesia. The research employs a quantitative method and a saturated sample, with a total of 75 respondents consisting of employees of PT Gamester Legenda Indonesia. Data collection was conducted using a questionnaire containing questions related to job stress, work-life balance, and turnover intention. The collected data were analyzed using multiple linear regression, multicollinearity test, t-test, F-test, as well as correlation and determination tests using SPSS Version 26 software. The results indicate that job stress has a significant effect on turnover intention. Meanwhile, work-life balance does not have a significant effect on turnover intention, suggesting that maintaining a balance between work and personal life can reduce employees' desire to change jobs. Overall, both factors have a significant influence on employees' turnover intention at PT Gamester Legenda Indonesia. This study recommends that PT Gamester Legenda Indonesia enhance policies to reduce job stress and pay more attention to employees' work-life balance to lower turnover intention rates.

Keywords: Work Stress, Work-Life Balance, Turnover Intention.



INTRODUCTION

Human Resource Management (HRM) is one of the key aspects within an organization as it functions to manage individuals who contribute directly to the achievement of organizational goals. According to Hasibuan (2022), the objective of HRM is to maximize the effectiveness of human resources through strategic management of recruitment, training, performance evaluation, and employee retention. With effective management, organizations can create a productive work environment that supports employee well-being, thereby encouraging optimal individual contributions.

Furthermore, HRM is also responsible for creating synergy between organizational goals and employee needs. Sari (2021) emphasizes that HRM must be capable of balancing job demands and personal needs to establish a healthy and conducive work environment. In addition, Setiawan (2020) states that training and development, as part of HRM functions, are essential for enhancing skills and work motivation, which in turn improves productivity and employee loyalty. A holistic role of HRM also includes attention to employee well-being, such as work-life balance, as well as objective performance evaluations to support growth and employee retention (Pratama, 2022; Prawira, 2023).

Work stress is a condition of psychological or physical tension arising from work-related pressures that an individual is unable to manage effectively. Stress can affect an employee's emotions, behavior, and physical health (Widiyastuti & Sari, 2020). When job pressures exceed an individual's capacity to cope, it can result in exhaustion and decreased work motivation, which in the long term may lead to turnover intention (Arifin & Setiawan, 2021).

Meanwhile, work-life balance (WLB) refers to the state of equilibrium between work responsibilities and personal life. An imbalance between the two can lead to additional stress, which eventually contributes to an increased turnover intention (Kahn, et al., 2022). According to Gharakhani, et al. (2021), employees with good WLB tend to have higher levels of job satisfaction and loyalty.

Turnover intention refers to an employee's intention or tendency to leave their job. Factors such as high work stress, poor work-life balance, and lack of organizational support are key drivers that increase turnover intention (Muplihah & Kusmayadi, 2021; Hasan, et al., 2022).

This research was conducted at PT Gamester Legenda Indonesia, a company engaged in technology and software development, particularly in the gaming and digital entertainment industry. Located in Palembang, South Sumatra, the company envisions becoming a market leader in the national gaming industry through innovation and the integration of cutting-edge technologies. With a team of creative and technical professionals, the company produces competitive digital entertainment products that are relevant to market needs.

Based on observations and interviews, it was found that employees at PT Gamester Legenda Indonesia experience high levels of work stress due to tight work targets and unrealistic expectations.

Moreover, poor work-life balance has emerged as a significant issue, with employees struggling to allocate time between work and personal life. This condition is exacerbated by a lack of work flexibility and minimal psychological support from the company.

An internal company survey in 2023 showed that 65% of employees experienced high work stress, while 58% admitted to having difficulties maintaining a balance between work and personal life. This phenomenon has led to an increase in employees' intention to resign, which poses a risk of talent loss, high recruitment and training costs, and decreased organizational productivity. This issue is also closely related to the SDGs, particularly SDG 3 (Good Health and Well-Being) and SDG 8 (Decent Work and Economic Growth), which emphasize the importance of mental health and decent working conditions.

Various previous studies have shown a significant relationship between work stress, work-life balance, and turnover intention. Safira, et al. (2022) found that work stress and work-life balance simultaneously have a positive effect on turnover intention. Similarly, Septyarini, et al. (2023) reached the same conclusion. However, research by Widiyanti, et al. (2022) presents different results, where work-life balance had a negative effect on turnover intention, while work stress remained a positive predictor.

This discrepancy in findings highlights the need for further research in different contexts and sectors, including the creative industry such as PT Gamester Legenda Indonesia, which is characterized by dynamic work and high pressure. Therefore, this study aims to analyze the influence of work stress and work-life balance on turnover intention among the company's employees.

LITERATURE REVIEW

Work Stress

Work stress refers to tension that causes psychological imbalance in an employee, affecting emotions, thinking patterns, and personal well-being (Hasibuan, 2022). This can occur due to excessive task demands, tight time pressures, or a lack of social support in the work environment, which ultimately results in the employee's inability to cope with their duties and responsibilities.

Work-Life Balance (WLB)

Work-life balance refers to a healthy equilibrium between work demands and personal and family life responsibilities (Nurdin & Rohaeni, 2020). This concept focuses on an individual's ability to perform roles in both their work and personal life in a balanced way, without significant conflicts between the two.

Turnover Intention

Turnover intention is the action taken by employees to voluntarily resign from the company due to certain factors (Astuti, et al., 2020). Employee turnover is closely related to internal company factors, such as the work environment, compensation, and other aspects that influence an employee's decision to leave the organization.

The Influence of Work Stress on Turnover Intention

This study analyzes the effect of work stress on turnover intention at PT Gamester Legenda Indonesia. First, it is important to understand that work stress can affect employee performance and motivation. When employees feel pressured, they may lose interest in their work, which in turn can trigger the intention to seek other job opportunities. This is supported by stress theory, which suggests that individuals experiencing high stress tend to feel dissatisfied with their work and consider leaving the organization. By understanding the relationship between work stress and turnover intention, companies can take steps to reduce stress in the workplace and improve employee retention. This study aims to provide insights into how management can identify and address the factors causing stress to prevent high turnover among employees.

Based on previous studies, the analysis conducted by Rahayu and Astuti (2021) shows that work stress has a positive and significant effect on employees' turnover intention in the banking sector. In line with this, research by Fatimah, et al. (2023) also found that work stress in the retail industry significantly contributes to an increase in turnover intention. However, research conducted by Prabowo and Setiawan (2022) found that work stress has a negative and insignificant effect on turnover intention.

H₁ = It is hypothesized that work stress has a positive effect on turnover intention among employees at PT Gamester Legenda Indonesia.

The Influence of Work-Life Balance (WLB) on Turnover Intention

This study will analyze the effect of work-life balance (WLB) on turnover intention at PT Gamester Legenda Indonesia. It is important to understand that good WLB can enhance job satisfaction and employee loyalty. When employees feel they have a healthy balance between work demands and personal life, they tend to be more satisfied and motivated in their work. Conversely, an imbalance in WLB can lead to dissatisfaction, triggering the intention to seek other employment. Work-life balance theory suggests that employees who are unable to achieve good WLB often experience stress and burnout, making them more likely to consider leaving the organization. By understanding the relationship between WLB and turnover intention, companies can take steps to create a work environment that supports this balance, such as offering flexible working hours and support programs for employees. This study aims to

provide insights into how management can improve employees' WLB to reduce turnover intention and increase retention at PT Gamester Legenda Indonesia.

Based on previous studies, Rizky and Anisa (2021) found that work-life balance has a significant positive effect on turnover intention. Similarly, research by Jannah and Setiawan (2023) also found that work-life balance has a significant positive effect on turnover intention. However, research by Farhan, et al. (2022) showed different results, where they found that work-life balance does not have a significant effect on turnover intention.

H₂ = It is hypothesized that work-life balance has a positive effect on turnover intention among employees at PT Gamester Legenda Indonesia.

The Influence of Work Stress and Work-Life Balance on Turnover Intention

The framework in this study explains how work stress and work-life balance influence turnover intention at PT Gamester Legenda Indonesia. Work stress (X₁) refers to the physical and emotional pressure felt by employees when job demands exceed their ability to manage or complete the tasks. In a high-pressure work environment, prolonged work stress can lead to fatigue, anxiety, and dissatisfaction with work. Employees experiencing sustained work stress often feel uncomfortable, unmotivated, and may eventually develop the desire to leave the company. This relationship indicates that the higher the level of work stress employees experience, the greater the likelihood of turnover intention (Y), or the desire to quit the job.

Meanwhile, work-life balance (X₂) refers to the balance between employees' professional and personal lives. A good work-life balance indicates that employees have enough time and energy to meet both their work and personal life demands without feeling overwhelmed. When this balance is achieved, employees tend to be happier, more satisfied, and loyal to the company. On the other hand, an imbalance between work and personal life, such as excessive working hours or a heavy workload, can lead to additional stress, ultimately increasing turnover intention. Employees who feel that their work interferes with their personal life or mental health are more likely to intend to leave the organization.

Based on previous research, Safira, et al. (2022) showed that work stress and work-life balance together, or simultaneously, have a significant effect on turnover intention. Similarly, research by Septyarini, et al. (2023) stated that both work-life balance and work stress positively influence turnover intention. However, this finding does not align with research by Widiyanti, et al. (2022), which showed that work-life balance has a negative and significant effect on turnover intention, while work stress has a positive and significant effect.

H₃ = It is hypothesized that work stress and work-life balance both have a positive effect on turnover intention among employees at PT Gamester Legenda Indonesia.

Conceptual Framework

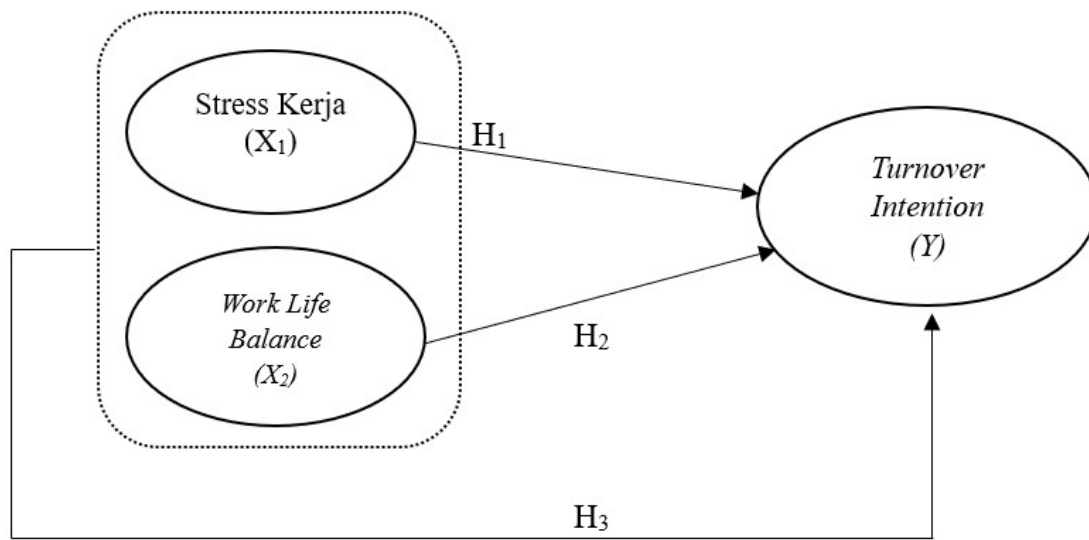


Figure 1. Conceptual Framework

RESEARCH METHODS

This section explains the research variables, operational definitions, design, participants, data collection, and data analysis techniques. The methodology ensures a detailed understanding of the research procedure.

Research Design

The research is a descriptive quantitative study aiming to objectively describe the conditions of the subjects at PT Gamester Legenda Indonesia. This study will be conducted over four months, from September to December 2024, and focuses on the effects of stress and work-life balance on turnover intention. A combination of descriptive and associative quantitative approaches will be used to assess the relationships between variables and provide an accurate and factual understanding.

Research Limits

This study is limited to the employees of PT Gamester Legenda Indonesia, with a total of 75 employees as the population. The research scope is confined to analyzing the impact of stress and work-life balance on turnover intention within this company.

Variable Identification

The independent variables in this study are stress work and work-life balance, while the dependent variable is turnover intention. Stress work refers to the level of pressure or strain experienced by employees due to their job demands, while work-life balance involves the equilibrium between work

responsibilities and personal life. Turnover intention, the dependent variable, reflects an employee's intention or likelihood of leaving the organization.

Participants and Setting

This study's participants consist of all 75 employees of PT Gamester Legenda Indonesia, located at Jalan Sukabangun II, Palembang, South Sumatra. The sampling technique used is saturation sampling (Jenuh Sampling), meaning all employees are included as the sample.

Measurement

Data Collection

Data will be collected using a structured questionnaire. The questionnaire will include both open and closed questions, with the aim to gather direct responses from participants on stress work, work-life balance, and turnover intention. Observations and interviews will also be used to verify data accuracy and gain deeper insights into the study's variables.

Data Analysis

Descriptive quantitative analysis will describe the characteristics of the study variables, identify trends, patterns, and the relationships between stress work, work-life balance, and turnover intention. Demographic details will also be analyzed. To ensure data quality, validity and reliability tests will be performed using SPSS. Classical assumption tests for normality, multicollinearity, and heteroscedasticity will be conducted. A multiple linear regression model will predict turnover intention based on stress work and work-life balance. Hypothesis testing will be done using t-tests for individual variables and F-tests for their collective influence. The coefficient of determination (R^2) will evaluate the model's fit.

RESULTS

Hypothesis Testing

Partial Test (t-test)

The t-test is used to test the individual regression coefficients to determine whether the independent variables (X), namely Stress Work and Work-Life Balance, significantly affect the dependent variable (Y), which is Turnover Intention. Before drawing conclusions about whether the hypothesis is accepted or rejected, we first determine the t-table value at a significance level of 0.05 with degrees of freedom ($df = n - k - 1 = 75 - 3 - 1 = 71$), resulting in a t-table value of 1.666.

Table 1. Partial Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36.551	3.350		10.910	.000
	Stress Kerja	1.055	.118	.954	8.932	.000
	Work Life Balance	-1.049	.109	-1.028	-1.035	.128

Source: Primary Data Process by SPSS v.26

Based on the results of the partial t-test presented above, the explanations for each independent variable are as follows. The t-value for Stress Work is 8.932 with a significance value of 0.000, which is less than 0.05. This indicates that Stress Work has a positive effect on Turnover Intention. The t-value for Work-Life Balance is -1.035 with a significance value of 0.128, which is greater than 0.05. This suggests that Work-Life Balance does not have an effect on Turnover Intention.

Simultaneous Test (F-test)

The F-test is used to assess the significance of the regression model, determining how much the independent variables (X1 and X2) collectively affect the dependent variable (Y). Before concluding whether the hypothesis is accepted or rejected, we first determine the F-table value using the formula for degrees of freedom ($df = n - k - 1$), where n is the sample size, k is the number of variables, and 1 is the constant. Therefore, $df = 75 - 3 - 1 = 74$, which gives an F-table value of 2.73.

Table 2. Simultaneous Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.054	2	.027	4.833	.011 ^b
	Residual	.400	72	.006		
	Total	.454	74			

Source: Primary Data Process by SPSS v.26

With an F-table value of 2.73 and an F-calculated value of 4.833, the test results show that F-calculated is greater than F-table. The F-calculated value of 4.833 is higher than the F-table value of 2.73, and the significance value (0.011) is less than 0.05. Therefore, it can be concluded that the regression model is significant overall. This means that Stress Work and Work-Life Balance, when considered together, have a significant effect on Turnover Intention. Both variables contribute to influencing employees' intention to leave the company.

Correlation and Determination Coefficients

The correlation coefficient analysis (R) is used to assess the strength of the relationship between Stress Work, Work-Life Balance, and Turnover Intention. The data from the regression analysis results in the Model Summary show the correlation coefficient (R). Meanwhile, the coefficient of determination test aims to measure the percentage of contribution that the independent variables (such as Stress Work and Work-Life Balance) have on the variation of the dependent variable (Turnover Intention), as indicated by the R^2 value.

Table 3. Correlation and Determination Coefficients

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 ^a	.586	.574	2.960

Source: Primary Data Process by SPSS v.26

Based on the table above, the analysis results show that the correlation coefficient (R) is 0.766 or 76.6%, indicating a strong relationship between Stress Work, Work-Life Balance, and Turnover Intention. This relationship suggests that the higher the stress work or the worse the work-life balance of employees, the greater the influence on their intention to leave the company. Additionally, the coefficient of determination (R Square) value of 0.586 or 58.6% indicates that most of the variation in Turnover Intention can be explained by these two variables, while the remaining 42.4% is influenced by other factors such as leadership style, job satisfaction, or compensation, which have not been analyzed in this study. This confirms that the relationship between the variables studied is quite significant, and the research model is well-suited to explain the turnover intention phenomenon.

DISCUSSION

The Influence of Work Stress on Turnover Intention

The results of the partial hypothesis test (t-test) conducted at PT Gamester Legenda Indonesia show that the t-value for work stress is 8.932 with a significance value of 0.000, which is less than 0.05. This indicates that work stress has a significant positive influence on turnover intention. Work stress, as a psychological and physiological response to workplace pressures, can be triggered by various factors such as excessive workload, role ambiguity, poor interpersonal relationships, and organizational uncertainty (Limbong, 2020). Poorly managed stress can lead to decreased performance, mental health issues, and reduced job satisfaction, all of which can increase turnover intention. According to the Theory of Work Adjustment (TWA), work stress arises when there is a mismatch between the demands of the work environment and the individual's abilities or needs. This misalignment

can decrease job satisfaction and increase the likelihood of employees leaving the organization (Saputra, 2022). In this context, excessive workload, lack of leadership support, and inflexible working hours can heighten stress levels and contribute to an increased intention to leave.

Consistent with these findings, studies by Rahayu and Astuti (2021) and Fatimah et al. (2023) also show that work stress has a significant impact on turnover intention, with higher stress levels increasing employees' tendency to resign.

The Influence of Work-Life Balance on Turnover Intention

Based on the partial hypothesis test (t-test) conducted at PT Gamester Legenda Indonesia, the t-value for work-life balance is -1.035 with a significance value of 0.128, which is greater than 0.05. This indicates that work-life balance does not have a significant influence on turnover intention. Work-life balance (WLB) refers to an individual's ability to balance work responsibilities with personal life. Although it is an important factor, the findings of this study suggest that work-life balance is not the primary factor influencing turnover intention among employees at the company. Other factors, such as work stress and organizational culture, are likely to play a more dominant role in employees' decisions to stay or leave their jobs.

The Theory of Work Adjustment (TWA) posits that an imbalance between work demands and personal needs can lead to dissatisfaction and, consequently, higher turnover intention. However, despite the relevance of WLB, the results indicate that in the context of PT Gamester Legenda Indonesia, work stress has a more prominent influence on turnover decisions.

Research by Sismawati & Lataruva (2020) found that work-life balance negatively affects turnover intention, but this study does not support that finding. It is likely that other more influential factors are at play in the organization under study.

The Influence of Work Stress and Work-Life Balance on Turnover Intention

The simultaneous hypothesis test (F-test) conducted at PT Gamester Legenda Indonesia shows that the F-value of 12.920 is greater than the F-table value of 2.73, and the significance value of 0.000 is less than 0.05. This indicates that the overall regression model is significant. In other words, work stress and work-life balance simultaneously have a significant positive effect on turnover intention.

According to the Theory of Work Adjustment (TWA), a mismatch between job demands and individual capabilities such as high work stress and poor work-life balance creates dissatisfaction that may prompt employees to leave the company. In this study, both work stress and work-life imbalance contribute to the increase in turnover intention, aligning with the research by Rahayu (2020), which also found a significant influence of these two factors on turnover intention. It is recommended that the company pay greater attention to employee work-life balance by implementing more flexible working

hours, remote work opportunities, and better workload management. Such policies can improve employee well-being and reduce turnover intention.

Previous studies by Safira et al. (2022) and Septyarini et al. (2023) support these findings, emphasizing that work stress and work-life balance significantly influence turnover intention. Thus, companies should consider these factors to enhance employee retention.

CONCLUSION

Work stress has a positive and significant effect on turnover intention at PT Gamester Legenda Indonesia. In contrast, work-life balance does not have a significant influence on turnover intention in the same context. However, when assessed simultaneously, both work stress and work-life balance collectively have a significant effect on turnover intention. The correlation coefficient (R) of 76.6% indicates a strong relationship between the independent variables—work stress and work-life balance—and the dependent variable, turnover intention. Furthermore, the coefficient of determination (R^2) of 58.6% suggests that 58.6% of the variation in turnover intention is explained by these two variables, while the remaining 42.4% is influenced by other factors such as leadership style, job satisfaction, or compensation.

SUGGESION

The recommendations of this study are as follows: PT Gamester Legenda Indonesia is advised to manage employee work stress by providing stress management training, fostering a supportive work environment, and encouraging open communication between management and employees. Although work-life balance was not found to have a significant impact on turnover intention, the implementation of policies that promote a better balance between work and personal life such as flexible working hours or remote work programs remains essential to support overall employee well-being. Furthermore, the company is encouraged to manage work stress and work-life balance in an integrated manner to develop an effective employee retention strategy. Future research could focus on other variables such as leadership style, job satisfaction, compensation, or career development in order to gain a deeper understanding of the factors influencing turnover intention.

CREDIT AUTHORSHIP CONTRIBUTION STATEMENT

Angel Serra Monia is the primary author of this study and was responsible for the conceptualization, data collection, data analysis, and writing of the manuscript. Siti Komariah Hildayanti, as the first academic advisor, provided guidance and supervision throughout the research process. Shafiera Lazuardi, as the second academic advisor, contributed critical feedback and helped refine the analysis and structure of the thesis. All authors have read and approved the final manuscript.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this study.

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DATA AVAILABILITY

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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ETHICAL APPROVAL

This research was conducted in accordance with ethical standards. Approval for data collection was obtained from the relevant authorities at PT Gamester Legenda Indonesia, and informed consent was received from all participants involved in the study.

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