



Work-Life Balance, Workload, and Turnover Intention: An Empirical Study on a Local State-Owned Enterprise in Indonesia

Zaid Ilfan ¹⁾; Fetty Poerwita Sary ²⁾

^{1,2)}Telecommunications and Information Technology Business Management, Faculty of Economics
and Business, Telkom University, Bandung, Indonesia

Email: ¹⁾zilfan.ilfan123@gmail.com ;²⁾ fettyps@telkomuniversity.ac.id

How to Cite :

Ilfan, Z., Sary, F. P. (2026). Work-Life Balance, Workload, and Turnover Intention: An Empirical Study on a Local State-Owned Enterprise in Indonesia. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 12(3). DOI: <https://doi.org/10.37676/ekombis.v14i3>

ARTICLE HISTORY

Received [03 June 2026]

Revised [10 July 2026]

Accepted [15 July 2026]

KEYWORDS

Work Life Balance, Workload,
Turnover Intention.

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ABSTRACT

Employee turnover rates at Perumda Dharma Jaya have risen sharply over the past five years, alongside indications of excessive workloads reflected in overtime hours that far exceed labor regulations. This study analyzes the effects of work-life balance and workload on employees' turnover intentions at Perumda Dharma Jaya, both partially and simultaneously. The study uses a quantitative, explanatory research methodology, involving 100 respondents selected via purposive sampling from a population of 500 active employees. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression. The results indicate that work-life balance has a significant negative effect on turnover intention, whereas workload has a significant positive effect. Simultaneously, both variables were found to have a significant effect on turnover intention, accounting for 88.1 percent of the variance. These findings confirm that appropriately managing workloads and supporting employees' work-life balance are key determinants that Perumda Dharma Jaya's management must prioritize to reduce future employee turnover.

INTRODUCTION

Human resources are a strategic asset for organizations because they play a direct role in ensuring operational continuity, increasing productivity, and achieving corporate goals; thus, an organization's ability to retain its employees is crucial to its long-term performance (Chazhaev et al., 2025; Diani et al., 2024). However, this ability is often disrupted by employee turnover, a phenomenon that has become a global concern in recent years due to its significant impact on organizational sustainability. Turnover is the end result of a gradual psychological process, beginning with job dissatisfaction, progressing to emotional exhaustion, and ultimately leading to the formation of turnover intention, which is then realized as actual turnover (Labibah et al.,

2025; Safutra & Herfianti, 2025). High turnover leads to increased recruitment and training costs, loss of organizational knowledge, and decreased productivity and service quality (Hapompwe, 2023; Ndatshe et al., 2024).

This phenomenon is evident at Perumda Dharma Jaya, one of the regionally owned enterprises (BUMD) that plays a strategic role in providing public services. The company's internal data shows a sharp increase in turnover over the past five years, rising from 10% in 2020 to 11% (2021), 12% (2022), a significant jump to 16% (2023), and reaching 19% in 2024. This trend coincides with indications of an unbalanced workload, reflected in the high number of overtime hours worked by employees 88 hours and 50 minutes per month, which far exceed the maximum limit set by labor regulations: 4 hours per day or the equivalent of 72 hours per month cumulatively. This gap between regulatory requirements and on-the-ground conditions indicates excessive work pressure that could disrupt employees' work-life balance and signal a risk of sustained increases in employee turnover.

Within the framework of organizational behavior, an increase in turnover is generally preceded by the emergence of turnover intention, which becomes a strong predictor of actual turnover (Wong & Cheng, 2020). Therefore, understanding the determinants of turnover intention is crucial for organizations in designing effective human resource management strategies. This issue is particularly relevant among millennial employees, who generally exhibit high career aspirations and strong expectations regarding organizational support and work experiences. Rizkitita & Sary (2023) found that low perceived organizational support and low job enjoyment significantly increase job hopping motives among millennial employees in Jakarta. These findings suggest that unfavorable organizational experiences and inadequate support may encourage employees to seek employment opportunities elsewhere, thereby increasing the propensity for turnover intention. One determinant that has received significant attention in contemporary literature is work-life balance (WLB), an individual's ability to balance work demands with their personal life. Haar et al. (2021) found that a good WLB reduces work-related stress and increases job satisfaction, which ultimately reduces turnover intention (Fauziatunnisa et al., 2025; Kusuma et al., 2024). Supporting this argument, Luturlean et al. (2021) demonstrated that effective human resource practices significantly improve employees' work-life balance and affective organisational commitment in Indonesia's telecommunications industry. The study further confirmed that work-life balance mediates the relationship between HR practices and affective commitment, indicating that employees who achieve a better balance between their professional and personal lives tend to develop stronger emotional attachment to their organizations. Stronger affective commitment may subsequently reduce employees' intentions to withdraw from and leave their organizations.

Similar findings were reported by Mahiruddin et al. (2025), who demonstrated a significant positive effect of WLB on job satisfaction. Additionally, a study by Ramli et al. (2026) demonstrated that work-life balance and work-related stress simultaneously influence the job satisfaction of local government employees. Conversely, an imbalance between work and personal life has been shown to increase emotional exhaustion and drive employees' intention to leave (Raza et al., 2024). Beyond work-life imbalance, the quality of employees' work environment also plays an important role in shaping employee attitudes and organizational outcomes. R. K. Putri & Priansa (2023) demonstrated that unfavorable working conditions characterized by uncomfortable physical environments and potential health risks significantly reduce employees' work motivation and performance. Deterioration in motivation and performance may subsequently foster dissatisfaction and increase employees' inclination to consider leaving their organizations.

The second relevant factor is workload. Excessive workload has been shown to trigger occupational stress, physical and mental fatigue, and a deterioration in employee well-being (Mat Halif et al., 2025). Nitte et al. (2025) empirically demonstrated a positive relationship between workload and turnover intention, while Shah et al. (2024) affirmed that excessive

workload simultaneously elevates the risk of burnout and disrupts work-life balance. Furthermore, Fauziatunnisa et al. (2025) found that escalating job demands significantly diminish employees' WLB, suggesting a conceptual interdependence between workload and WLB as two mutually reinforcing determinants in shaping turnover intention. This interrelationship aligns with the Job Demands-Resources (JD-R) theory, which posits that excessive job demands deplete individuals' psychological resources when not offset by adequate job resources, ultimately resulting in exhaustion and withdrawal intentions (Sharma & Tiwari, 2023).

Despite the aforementioned body of literature consistently affirming the roles of WLB and workload in influencing turnover, the majority of these studies were conducted within private sector or purely governmental organizational contexts, whereas empirical inquiry into public sector organizations structured as Regional State-Owned Enterprises, which operate under the dual imperatives of business logic and public service mandates remains considerably limited. This gap warrants scholarly attention, as BUMDs possess distinct human resource governance characteristics that differentiate them from both purely private enterprises and conventional government agencies. Consequently, the relational patterns among WLB, workload, and turnover intention within this organizational form may not be entirely congruent with findings from prior studies. Moreover, the majority of existing research has examined WLB and workload in isolation, and few studies have furnished quantitative empirical evidence that captures the tangible discrepancy between formal regulation and actual workplace practice as exemplified by the overtime data documented at Perumda Dharma Jaya.

This study advances novelty by simultaneously examining the effects of work-life balance and workload on employee turnover within the BUMD context in Indonesia, grounded in quantitative empirical evidence comprising five-year turnover trend data and observed deviations in overtime hours relative to regulatory thresholds, an analytical approach that has seldom been employed in comparable studies of regional public sector organizations. Against this backdrop, the present study aims to analyze the influence of work-life balance and workload on employee turnover at Perumda Dharma Jaya. Theoretically, this study is expected to enrich the human resource management literature concerning the determinants of turnover in the BUMD organizational context. Practically, the findings are intended to provide an empirical foundation for the management of Perumda Dharma Jaya in formulating evidence-based policies on workload management and work-life balance, with a view to mitigating employee turnover rates.

LITERATURE REVIEW

The influence of Work-Life Balance on Turnover Intention

Work-life balance (WLB) refers to an individual's capacity to harmonize the demands of their professional role with those of their personal life, such that both domains can function concurrently without mutual interference (Ragazza & Irmansyah, 2026). This concept extends beyond the mere allocation of time between work and personal life. It also encompasses a psychological dimension, namely the sense of satisfaction and fulfillment derived from both domains. When such equilibrium is disrupted, individuals are prone to experiencing role conflict, which in turn amplifies occupational stress and diminishes psychological well-being (Abraham & Philip, 2025).

Turnover intention is defined as an individual's conscious predisposition to voluntarily leave the organization in the near future, representing the terminal stage of the psychological withdrawal process that precedes actual turnover (Wong & Cheng, 2020). As a robust predictor of actual exit behavior, turnover intention is widely employed as a dependent variable in organizational behavior research, given that it is more amenable to measurement than actual turnover while retaining strong predictive validity with respect to actual departure decisions.

The relationship between WLB and turnover intention has been extensively substantiated in the extant literature by Fauziatunnisa et al. (2025) established that favorable WLB reduces occupational stress and enhances job satisfaction, which consequently suppresses turnover intention. This finding is corroborated by Kusuma et al. (2024), as well as by Mahiruddin et al. (2025), who demonstrated a significant positive effect of WLB on job satisfaction as one of the mediating pathways through which turnover intention is attenuated. Within the public sector organizational context, Ramli et al. (2026) confirmed that WLB and occupational stress jointly influence the job satisfaction of local government employees, while Raza et al. (2024) found that work-life imbalance intensifies emotional exhaustion and elevates employee withdrawal intentions. These converging findings are further reinforced by Adhika & Astiti (2025), who explained that role imbalance between work and personal life generates strain conditions that escalate stress and emotional exhaustion, as well as by Purnama et al. (2025), Friska & Sandroto (2025), and Ramdani & Hermina (2026), who consistently identified a negative relationship between WLB and turnover intention, mediated through job satisfaction. On the basis of the foregoing discussion, the following hypothesis is proposed:

H1: Work-Life Balance berpengaruh negatif terhadap Turnover Intention.

The Influence of Workload on Turnover Intention

Workload refers to the aggregate of task demands and responsibilities that an employee is required to fulfill within a given timeframe, encompassing the quantitative, qualitative, and intensity dimensions of assigned work (Mat Halif et al., 2025). When workload exceeds an individual's adaptive capacity, it has the potential to induce occupational strain, physical and mental fatigue, and an overall decline in employee psychological well-being. This construct is theoretically grounded in the Job Demands-Resources (JD-R) framework, which asserts that excessive job demands deplete individuals' psychological resources when not counterbalanced by sufficient resource availability, ultimately leading to exhaustion and withdrawal intentions (Sharma & Tiwari, 2023).

A substantial body of prior research consistently demonstrates a positive association between workload and turnover intention. Nitte et al. (2025) provided empirical evidence of a positive relationship between workload and turnover intention, while Shah et al. (2024) affirmed that excessive workload simultaneously heightens burnout risk and disrupts employees' work-life balance. Corroborating these findings, Marsyah & Widigdo (2024) found that excessive workload exerts a significant influence on the escalation of turnover intention, whereas Azahwa & Paryontri (2023) demonstrated that employees confronted with excessive workload tend to experience chronic stress and declining job satisfaction, which ultimately propel withdrawal intentions. These findings are further supported by Wijaya et al. (2025), who reported that elevated occupational pressure intensifies employees' desire to exit the organization, and by Syahidah et al. (2024), who showed that the intensity of job demands directly affects employees' work attitudes and behaviors, including the emergence of occupational stress and diminished job satisfaction. On the basis of the foregoing discussion, the following hypothesis is proposed:

H2: Workload has a positive effect on Turnover Intention.

The Simultaneous Effect of Workload and Work-Life Balance on Turnover Intention

Beyond their respective partial effects, Work-Life Balance and Workload are conceptually interrelated in their joint contribution to the formation of employee turnover intention. Within the Job Demands-Resources framework, Workload represents the job demands dimension that depletes employee energy, while Work-Life Balance represents the personal resources dimension that serves as a counterbalancing mechanism against such demands (Hafit et al., 2025). When elevated job demands are not offset by sufficient personal resources to restore life equilibrium, the accumulating pressure theoretically accelerates the process of psychological

withdrawal, which ultimately manifests as the intention to leave the organization (Rastogi & Singla, 2025).

Fauziatunnisa et al. (2025) demonstrated that escalating job demands significantly erode employees' WLB, indicating a conceptual interdependence between these two determinants as mutually reinforcing factors rather than independently operating ones in shaping turnover intention. Accordingly, examining the simultaneous effects of both variables is essential for capturing the compound mechanism through which occupational pressure and life imbalance jointly drive employees' decisions to exit the organization, as affirmed by multiple prior organizational behavior studies (Budiarti, 2024; Nurhidayati & Dini, 2023; Putri et al., 2025). On the basis of the foregoing discussion, the following hypothesis is proposed:

H3: Work-Life Balance and Workload simultaneously influence Turnover Intention.

METHODS

This study adopts a quantitative approach within an explanatory research design, aimed at elucidating causal relationships among variables through hypothesis testing based on numerically measurable empirical data. Specifically, the study examines the effects of work-life balance and workload on employee turnover intention by means of a structured questionnaire instrument. The research was conducted at Perumda Dharma Jaya, East Jakarta, over the period of March to May 2025, with a structured timeframe established to preserve the validity of the data collection and processing procedures. The study population comprised all active employees of Perumda Dharma Jaya with a minimum tenure of one year, totalling 500 individuals based on internal company records. The sample size was determined using the Slovin formula with a margin of error of 9%, yielding a sample of 100 respondents. Respondents were selected through purposive sampling, whereby participants were chosen according to predefined criteria directly relevant to the research objectives.

Inclusion criteria were as follows: (1) currently active employment status at Perumda Dharma Jaya; (2) a minimum tenure of one year; and (3) prior or current experience of overtime working hours. Conversely, exclusion criteria comprised: (1) employees with less than one year of tenure; (2) employees with no overtime work experience; (3) employees who were not in active employment status at the time of data collection; and (4) respondents who submitted incomplete questionnaires rendering their data unsuitable for further analysis. These criteria were established to ensure that respondents possessed sufficient work experience to reflectively evaluate their work-life balance conditions, perceived workload, and turnover intention. The research variables consisted of two independent variables and one dependent variable: Work-Life Balance (X_1), measured through five indicator items (WLB1–WLB5); Workload (X_2), measured through five indicator items (BK1–BK5); and Turnover Intention (Y), measured through five indicator items (TI1–TI5). All items were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Data were collected through a closed-ended questionnaire administered electronically via Google Forms to enable efficient reach across diverse organizational units.

Prior to hypothesis testing, all instrument items underwent validity and reliability assessment. An item was considered valid if its computed correlation coefficient (r -count) exceeded the critical value (r -table), while instrument reliability was evaluated using Cronbach's Alpha coefficient, with a threshold of 0.70 as the minimum acceptable indicator of internal consistency (Hair et al., 2021). The results confirmed that all items across the Work-Life Balance, Workload, and Turnover Intention scales were both valid and reliable, with Cronbach's Alpha values exceeding 0.70 for each variable. Hypotheses were subsequently tested using multiple linear regression analysis, preceded by a series of classical assumption tests to ensure that the regression model satisfied the requisite statistical conditions for unbiased and interpretable results. These diagnostic tests comprised: (1) a normality test, with an acceptable significance

value threshold of greater than 0.05; (2) a multicollinearity test, assessed using Tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values below 10 (Hair et al., 2021); and (3) a heteroscedasticity test. Upon confirmation that all assumptions were satisfied, hypothesis testing was conducted through the t-test for partial effects, the F-test for simultaneous effects, and the coefficient of determination (R^2) to quantify the proportion of variance in the dependent variable explained by the independent variables.

RESULTS

Respondent Characteristic

This study involved 100 respondents who are permanent employees of Perumda Dharma Jaya. Respondent characteristics, encompassing gender, age, educational attainment, and length of service, are presented in Table 1.

Table 1. Respondent Characteristic

Characteristic	Category	Frequency (N)	Percentage (%)
Sex/Gender	Male	60	60
	Female	40	40
Age	21–25 Years	45	45
	26–30 Years	55	55
Education	Bachelor's Degree (S1)	100	100
Length of Service	1–3 Years	65	65
	>3 Years	35	35
Total		100	100

Source: Data Processed, 2026

As presented in Table 1, the majority of respondents in this study are male, accounting for 60% of the total sample, while female respondents constitute the remaining 40%. This gender distribution is consistent with the operational characteristics of Perumda Dharma Jaya as a regional public enterprise engaged in livestock slaughtering and distribution — a sector that has historically relied predominantly on physically demanding and field-based labor. This compositional pattern carries interpretive relevance, as the literature indicates that sensitivity to work-life balance concerns tends to differ across gender lines, with female employees generally exhibiting greater vulnerability to domestic-occupational role conflict than their male counterparts. Given the predominance of male respondents, the WLB-turnover relationship identified in this study more likely reflects pressures arising from operational workload demands rather than family-work role conflict. Accordingly, the interpretation of findings must account for the specificity of this context and should not be uncritically generalized to workforce populations with a more balanced gender composition.

Based on age, the majority of respondents fall within the 26–30 years category (55%), followed by the 21–25 years group (45%). This distribution indicates that all respondents belong to the early-career stage of professional development. This characteristic carries direct causal relevance to the turnover phenomenon, as employees in the early stages of their careers are generally still engaged in occupational exploration and have yet to develop strong psychological bonds or substantial career investment within the organization, rendering them more susceptible to considering alternative employment opportunities when confronted with high workload demands or work-life imbalance. The age homogeneity observed among respondents further reinforces the theoretical appropriateness of selecting turnover intention as the dependent variable in the present study context.

The table above further reveals that all respondents (100%) hold a bachelor's degree (S1), reflecting a uniform educational qualification standard in Perumda Dharma Jaya's recruitment practices. This educational homogeneity carries methodological significance, as it effectively minimizes the possibility of educational attainment functioning as a confounding variable in explaining variance in employee turnover intention. Consequently, the observed differences in turnover intention among respondents can be more confidently attributed to situational-organizational factors namely work-life balance and workload rather than to differences in educational background.

Regarding length of service, the majority of respondents have a tenure of one to three years (65%), while the remaining 35% have served for more than three years. Although both groups occupy the early-to-mid career range, the difference in organizational tenure duration remains causally relevant to turnover intention. Employees with less than three years of tenure are generally still in the orientation and organizational adaptation phase, during which strong psychological bonds and career investment have yet to solidify. This condition theoretically renders this group more inclined to reassess their organizational commitment when faced with elevated workload or work-life imbalance, relative to employees with more than three years of tenure who have typically progressed beyond the initial adaptation phase. The predominance of short-tenure employees (65%) within the sample further strengthens the theoretical rationale for selecting work-life balance and workload as predictors of turnover intention, given that sensitivity to both factors is theoretically heightened during the early stages of the employee-organization relationship.

Classical Assumption Tests

Classical assumption tests were conducted to verify that the multiple linear regression model employed in this study satisfies the requisite statistical conditions, ensuring that the analytical results are unbiased and can be interpreted appropriately. A well-specified regression model must conform to fundamental statistical assumptions to yield valid and reliable estimates (Ghozali, 2021). The classical assumption tests performed in this study comprise the normality test, multicollinearity test, and heteroscedasticity test.

The normality test was conducted to assess whether the residuals of the regression model follow a normal distribution, as the normality of residuals constitutes a prerequisite for the appropriate application of linear regression analysis. In this study, normality was evaluated using the One-Sample Kolmogorov-Smirnov (K-S) test applied to the unstandardized residuals.

Table 2. Normality Test Results (One-Sample Kolmogorov-Smirnov Test)

	Unstandardized Residual
N	100
Normal Parameters (Mean)	.0000000
Normal Parameters (Std. Deviation)	3.1968329
Most Extreme Differences (Absolute)	.048
Most Extreme Differences (Positive)	.041
Most Extreme Differences (Negative)	-.048
Test Statistic	.048
Asymp. Sig. (2-tailed)	.200

Source: Data Processed, 2026

The test results indicate an asymptotic significance value (Asymp. Sig. 2-tailed) of 0.200. Residuals are considered to be normally distributed when the significance value exceeds the threshold of 0.05 (Ghozali, 2021). As the obtained value of 0.200 is substantially greater than this

threshold, it can be concluded that the model residuals are normally distributed, confirming that the normality assumption of the regression model has been satisfied.

The multicollinearity test was performed to determine whether high intercorrelations exist among the independent variables in the regression model, as multicollinearity can render regression coefficients unstable and difficult to interpret. The diagnostic indicators employed were the Tolerance value and the Variance Inflation Factor (VIF).

Table 3. Multicollinearity Test Results (Coefficients)

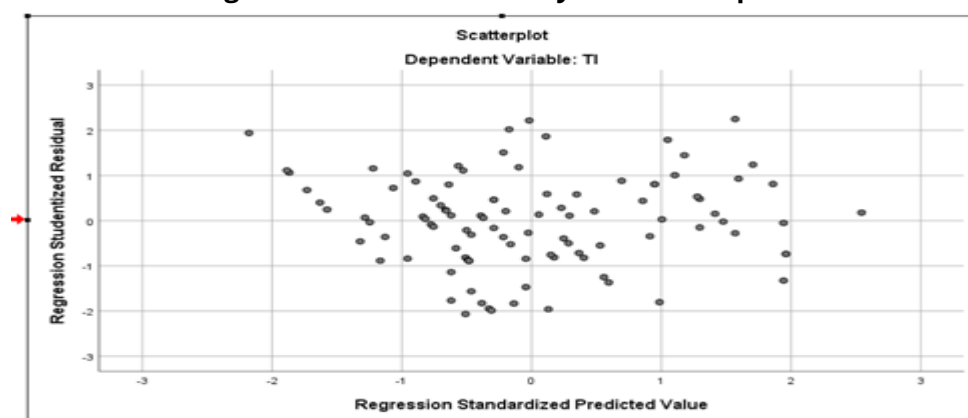
Model	Tolerance	VIF
(Constant)		
Work-Life Balance (WLB)	1.000	1.000
Workload	1.000	1.000

Source: Data Processed, 2026

The multicollinearity test results indicate that both independent variables — Work-Life Balance and Workload yielded Tolerance and VIF values of 1.000. In accordance with the criteria established by Hair et al. (2021), a regression model is considered free from multicollinearity when the Tolerance value exceeds 0.10 and the VIF value remains below 10. The Tolerance and VIF values obtained in this study not only satisfy both criteria but also indicate a near-zero intercorrelation between the predictor variables. It is therefore concluded that no multicollinearity exists between Work-Life Balance and Workload, confirming that both variables can be incorporated simultaneously into the regression model without introducing coefficient estimation bias attributable to predictor redundancy.

The heteroscedasticity test was conducted to examine whether the variance of the regression residuals is non-constant across fitted values, as heteroscedasticity can render regression coefficient estimates inefficient and compromise the validity of hypothesis testing. In this study, heteroscedasticity was assessed through graphical inspection of the scatterplot of standardized predicted values (ZPRED) against standardized residuals (SRESID).

Figure 1. Heteroscedasticity Test Scatterplot



Source: Data Processed, 2026

The results indicate that the residual data points are randomly dispersed around the horizontal zero line without forming any discernible systematic pattern. This random dispersion suggests that the residual variance is constant across all levels of the fitted values, indicating the absence of heteroscedasticity in the regression model. The absence of any identifiable pattern in the residual scatter confirms that the regression model satisfies the homoscedasticity assumption (Ghozali, 2021).

Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the effects of the independent variables work-life balance (X_1) and workload (X_2) on the dependent variable of turnover intention (Y) among employees of Perumda Dharma Jaya. As noted by Amin et al. (2024), multiple linear regression is widely applied in human resource management research to analyze the simultaneous influence of more than one independent variable on a single dependent variable. The regression results provide directional and magnitude information regarding the effect of each independent variable on turnover intention, as presented in the following table.

Table 4. Multiple Linear Regression Analysis Results (Coefficients)

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	2.714	.196		13.849	.000
Work-Life Balance (WLB)	-.601	.045	-.461	-13.297	.000
Workload	.682	.029	.816	23.510	.000

Source: Data Processed, 2026

The regression equation derived from Table 4 can be interpreted as follows. The constant value of 2.714 indicates the baseline level of turnover intention when both Work-Life Balance and Workload are held at zero. The unstandardized regression coefficient for Work-Life Balance ($B = -0.601$) indicates that a one-unit increase in WLB is associated with a 0.601-unit decrease in turnover intention, suggesting that higher perceived work-life balance corresponds to a lower propensity to leave the organization. Conversely, the coefficient for Workload ($B = 0.682$) indicates that a one-unit increase in workload is associated with a 0.682-unit increase in turnover intention, reflecting that greater workload demands correspond to heightened withdrawal intentions. Both independent variables exert statistically significant effects on turnover intention, as evidenced by significance values below the 0.05 threshold. Within the model, Workload demonstrates the stronger partial influence on turnover intention relative to Work-Life Balance, while the latter exerts a significant negative effect. These findings carry direct practical implications: organizations should monitor and regulate employee workload to prevent excessive demands while simultaneously cultivating conditions conducive to work-life balance, both of which are empirically shown to mitigate turnover intention.

Hypothesis Testing

Hypothesis testing was conducted to determine whether the hypotheses proposed in this study are empirically supported. As emphasized by Hair et al. (2021), hypothesis testing constitutes a critical stage in drawing empirical conclusions from a research model.

Table 5. t-Test Results

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	2.714	.196		13.849	.000
Work-Life Balance (WLB)	-.601	.045	-.461	-13.297	.000
Workload	.682	.029	.816	23.510	.000

Source: Data Processed, 2026

The t-test was performed to assess the partial effect of each independent variable on the dependent variable. The Work-Life Balance variable yielded an unstandardized regression coefficient (B) of -0.601 , a t-statistic of -13.297 , and a significance value of 0.000 . As this significance value falls below the 0.05 threshold, H_0 is rejected and H_a is accepted, confirming that Work-Life Balance exerts a significant negative effect on employee turnover intention. The negative directionality of this relationship indicates that higher levels of perceived equilibrium between occupational demands and personal life are associated with a reduced psychological predisposition to leave the organization. This mechanism operates through WLB's capacity to alleviate role strain and enhance job satisfaction, thereby strengthening employees' emotional attachment to the organization and diminishing their motivation to pursue alternative employment.

The Workload variable yielded an unstandardized regression coefficient (B) of 0.682 , a t-statistic of 23.510 , and a significance value of 0.000 . The significance value below 0.05 leads to the rejection of H_0 , confirming that Workload exerts a significant positive effect on turnover intention. This positive relationship can be causally explained through the Job Demands-Resources (JD-R) framework: when job demands exceed employees' adaptive capacity, they generate physical and psychological strain, which in turn activates withdrawal intentions as an avoidance mechanism in response to the perceived burden of working conditions. The substantially larger t-statistic for Workload (23.510) relative to that of Work-Life Balance (-13.297) indicates that Workload makes a comparatively stronger partial contribution to turnover intention within the present research model.

Table 6. F-Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	76.556	2	38.278	366.983	.000
Residual	10.118	97	.104		
Total	86.674	99			

Source: Data Processed, 2026

The F-test was conducted to evaluate the overall fit of the regression model — specifically, whether the independent variables collectively constitute a statistically adequate model for predicting the dependent variable. The ANOVA results yield an F-statistic of 366.983 with a significance value of 0.000 . As this value falls below the 0.05 threshold, H_0 is rejected and H_a is accepted, confirming that Work-Life Balance and Workload jointly constitute a statistically fit model for explaining variance in turnover intention. This finding indicates that the combined pressure of diminished work-life balance and elevated workload jointly produces a strong predictive model for employee withdrawal tendencies, as evidenced by the F-statistic substantially exceeding the significance threshold. These results validate the joint inclusion of both variables as simultaneous predictors in the regression model and provide the empirical foundation upon which the partial effects discussed in the t-test results are interpreted.

Coefficient of Determination

The coefficient of determination (R^2) was used to assess the proportion of variance in the dependent variable that is explained by the independent variables.

Table 7. Coefficient of Determination Results (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940 ^a	.883	.881	3.230

Source: Data Processed, 2026

The regression analysis yields an R value of 0.940 and an Adjusted R² of 0.881. The R value approaching unity indicates a very strong simultaneous association among Work-Life Balance, Workload, and Turnover Intention. The Adjusted R² of 0.881 signifies that 88.1% of the variance in employee turnover intention is jointly explained by Work-Life Balance and Workload within the present model, while the remaining 11.9% is attributable to factors beyond the scope of this study, such as job satisfaction, organizational commitment, or compensation. The high proportion of explained variance indicates that Work-Life Balance and Workload are empirically dominant determinants of turnover intention in the context of Perumda Dharma Jaya, positioning both variables as strategically critical intervention points for management in efforts to reduce future turnover rates.

DISCUSSION

The Effect of Work-Life Balance on Turnover Intention

The statistical results confirm that Work-Life Balance exerts a significant negative effect on employee turnover intention, leading to the rejection of H₀ and the acceptance of H_a. This finding indicates that higher levels of perceived work-life balance are associated with a significantly reduced propensity to leave the organization. Within the organizational behavior literature, work-life balance is conceptualized as an individual's capacity to harmonize occupational demands with personal life responsibilities a balance that plays a pivotal role in sustaining psychological well-being and job satisfaction. Conversely, work-life imbalance has been shown to intensify emotional exhaustion and precipitate withdrawal intentions, as employees experiencing persistent role conflict increasingly perceive the organization as a source of burden rather than support.

These findings are consistent with and reinforce a substantial body of prior research. Adhika & Astiti (2025) demonstrated that role imbalance between professional and personal domains generates strain conditions that escalate occupational stress and emotional exhaustion — a state that poses considerable organizational risk given that turnover intention is an established strong predictor of actual turnover behavior. Similarly, Fauziatunnisa et al. (2025) confirmed a significant negative effect of work-life balance on turnover intention, while Purnama et al. (2025) and Friska & Sandroto (2025) found that diminished work-life balance negatively affects job satisfaction and correspondingly elevates turnover intention. These convergent findings are further corroborated by Ramdani & Hermina (2026) who showed that favorable work-life balance attenuates occupational stress and enhances job satisfaction, ultimately reducing turnover intention. Within the public sector organizational context specifically, these results align with evidence indicating that low work-life balance and elevated occupational stress jointly and significantly contribute to turnover intention (Budiarti, 2024; Nurhidayati & Dini, 2023; D. T. Putri et al., 2025). Collectively, these findings position work-life balance as a theoretically grounded and empirically validated organizational lever for mitigating employee turnover.

The Effect of Workload on Turnover Intention

The t-test results confirm that Workload exerts a significant positive effect on employee turnover intention, leading to the rejection of H₀ and the acceptance of H_a. Conceptually, workload constitutes one of the primary determinants of employees' psychological states, as the intensity of job demands directly influences work attitudes and behaviors manifesting through the emergence of occupational stress, fatigue, and declining job satisfaction (Syahidah et al., 2024). This positive relationship can be causally explained through the Job Demands-Resources (JD-R) framework when job demands systematically exceed employees' adaptive capacity, they generate physical and psychological strain that activates withdrawal intentions as an avoidance response to working conditions perceived as burdensome. Within this study's model, Workload

demonstrates a comparatively stronger partial contribution to turnover intention than Work-Life Balance, as indicated by its substantially larger t-statistic.

These findings are consistent with the extant literature. Marsyah & Widigdo (2024) established that excessive workload exerts a significant influence on the escalation of turnover intention, while Azahwa & Paryontri (2023) demonstrated that employees confronted with excessive demands tend to experience chronic occupational stress and diminished job satisfaction. These mechanisms are further corroborated by Wijaya et al. (2025), who reported that elevated occupational pressure intensifies employees' desire to exit the organization. In the specific context of Perumda Dharma Jaya, the findings suggest that elevated turnover intention is driven through two interrelated pathways. The first is a direct pathway, wherein excessive workload independently and directly elevates withdrawal intentions. The second is an indirect pathway, whereby intensive overtime demands erode employees' work-life balance, which in turn significantly amplifies the decision to resign. Over time, this cumulative pressure drives employees to seek alternative employers perceived as offering more reasonable workload conditions and superior work-life equilibrium. It can therefore be concluded that the higher the workload perceived by employees, the stronger their turnover intention.

The Simultaneous Effect of Workload and Work-Life Balance on Turnover Intention

The simultaneous hypothesis test (F-test) confirms that the regression model incorporating both Workload and Work-Life Balance is statistically fit in explaining variance in turnover intention, with an exceptionally high predictive capacity as evidenced by an Adjusted R^2 of 0.881. This finding indicates that the overwhelming majority of variance in employee withdrawal intentions at Perumda Dharma Jaya is jointly attributable to these two variables, a level of explanatory power that compares favorably with analogous models in the broader organizational behavior literature, which typically require a larger number of predictors to achieve comparable R^2 values.

The strength of this simultaneous contribution is theoretically interpretable through the JD-R framework, in which Workload represents the job demands dimension that depletes employee energy and psychological resources, while Work-Life Balance represents the personal resources dimension that functions as a counterbalancing mechanism (Hafit et al., 2025). When elevated job demands are not offset by sufficient personal resources to restore life equilibrium, the accumulating pressure accelerates the process of psychological withdrawal, ultimately manifesting as the intention to leave the organization (Rastogi & Singla, 2025). The strength of the simultaneous effect therefore reflects not merely a statistical outcome, but an underlying psychological mechanism through which occupational pressure and life imbalance mutually reinforce each other in driving turnover decisions.

These findings carry significant managerial implications for Perumda Dharma Jaya. Given the substantial joint contribution of both variables to turnover intention, employee retention strategies cannot be confined to addressing a single dimension in isolation. Rather, effective intervention requires a dual-targeted approach that addresses both determinants concurrently encompassing workload management policies designed to ensure more proportional task distribution and operational capacity utilization, alongside organizational policies that actively support work-life balance, such as flexible working arrangements and provisions accommodating employees' personal needs outside the work domain. An integrated intervention targeting both determinants simultaneously is projected to yield substantially greater efficacy in reducing turnover rates than any unidimensional approach.

CONCLUSION

The findings of this study lead to three principal conclusions. First, Work-Life Balance exerts a significant negative effect on employee turnover intention, indicating that higher levels

of perceived work-life balance are associated with a substantially reduced propensity to leave the organization. Second, Workload exerts a significant positive effect on turnover intention, whereby escalating job demands directly and meaningfully elevate employees' withdrawal intentions. Third, the simultaneous examination of both variables confirms that the combination of excessive workload and deteriorating work-life equilibrium driven in large part by the accumulation of overtime hours constitutes the primary compound mechanism underlying employees' decisions to exit the organization at Perumda Dharma Jaya. These findings carry direct practical implications for organizational management. Retention strategies should not be conceived as unidimensional interventions; rather, they must concurrently address both workload regulation and work-life balance support. Concretely, this entails periodic evaluation of task distribution and operational unit capacity to prevent workload from systematically exceeding employees' adaptive thresholds, alongside the institutionalization of policies that actively protect employees' personal time including the enforcement of regulatory overtime limits, flexible working arrangements, and organizational support mechanisms for personal well-being outside the work domain

LIMITATION

This study is subject to several limitations that should be considered when interpreting the findings and when designing future research. First, the cross-sectional research design, in which all data were collected at a single point in time means that the relationships identified among variables are associative in nature and do not establish strict causal inference, as would be achievable through experimental or longitudinal designs. Second, the use of purposive sampling, while appropriate given the study's inclusion criteria, constrains the statistical generalizability of the findings to broader populations beyond the study context. Third, the single-organization scope of this study confined to Perumda Dharma Jaya means that the findings may be shaped by characteristics specific to this organization and cannot be assumed to transfer directly to other BUMDs operating under different human resource governance structures. Future research is therefore encouraged to employ longitudinal or multi-source data designs, broaden the sample to encompass multiple BUMDs of comparable operational scope, and incorporate additional theoretically relevant variables such as job satisfaction, organizational commitment, and compensation to construct a more comprehensive explanatory model of turnover intention determinants within the public sector organizational context.

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