

The Influence of Job Stress, Compensation, and Work-Life Balance on Turnover Intention (A Case Study on Employees of Nest Group Indonesia)

Syifa Nabilah¹, Hery Derajad Wijaya²

^{1,2}Faculty Of Economics & Business, Mercu Buana University, Indonesia

ARTICLE INFO

Article history:

Received Sep 10, 2025

Revised Sep 22, 2025

Accepted Oct 18, 2025

Keywords:

Job Stress
Compensation
Worklife Balance
Turnover Intention

ABSTRACT

This study aims to analyze the effect of Job Stress, Compensation, and Work-Life Balance on Turnover Intention among employees at Nest Group Indonesia. The study involved a population and sample of 72 employee respondents, selected through a sampling method. This thesis employs a causal research design, with data collected using questionnaires distributed via Google Forms. Data analysis was conducted using the Partial Least Squares (PLS) software. The results of the study indicate that job stress has a positive and significant effect on the turnover intention of employees at Nest Group Indonesia. Compensation also has a positive and significant effect on the turnover intention of the company's employees. Furthermore, work-life balance has a positive and significant effect on the turnover intention of employees at Nest Group Indonesia.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Syifa Nabilah,
Faculty Of Economics & Business,
Mercu Buana University,
Menteng Raya Street No. 29-1, Kebon Sirih, Menteng, Central Jakarta, Jakarta 10340, Indonesia.
Email: synabilah999@gmail.com

1. INTRODUCTION

Human resources are very crucial and influential in the progress of an agency or company. Without quality human resources, the company cannot develop and can even experience setbacks. In organizations, human resources are a very valuable investment and need to be maintained (Maghfiroh, 2021). A company is an entity that relies heavily on its workforce, namely its employees. Without employees, the company cannot operate effectively and may incur significant losses. Therefore, it is essential for organizations to make efforts to prevent the increasing tendency of employees to leave their jobs (Tampubolon & Sagala, 2020).

One of the companies that is experiencing this issue is the Nest Group Indonesia company. It is a company engaged in special event organizing services / MICE (Special Events). Established in 2009, Nest Group Indonesia has now developed into one of the leading event organizing companies in Indonesia. Below is a table regarding employee turnover intention data.

Table 1. Nest Group Indoensia Employee Turnover Intention Data
Employee Turnover Data

Description	2022	2023	2024
Number of exits a year	5	7	10
Number at the beginning of the year	96	91	84
Year-end headcont	91	84	72
Turnover rate	5%	8%	12%

Source: Human Resources Department Nest Group Indonesia

Based on the table above that the author got from HRD, Nest Group Indonesia is faced with the problem of turnover intention with the highest rate ratio of 12% in 2024 which has increased since the previous 2 years with a rate ratio of 5% and 8%.

Turnover intention is an important situation in the company that cannot be ignored, Turnover is the main result of various actions that arise due to employee dissatisfaction with their work. If employees are unhappy with their jobs, they will look for other jobs (Priansa, 2018).

There are differences that occur from previous research on turnover intention with variables of job stress, compensation, and worklife balance on turnover intention. The results of research (Salama et al., 2022) state that job stress has a positive effect on hotel employee turnover intention. Meanwhile, the results of research (Jemina & Santosa, 2025) state that job stress has a negative effect on the turnover intention of generation z employees in Bali province.

Research (Efitriana & Liana, 2022) states that compensation has a positive effect on turnover intention in Yamaha Mataram Sakti Semarang employees. Meanwhile, research (Zahara Tussoleha Rony et al., 2023) states that compensation has a negative effect on turnover intention in employees of PT Bintan Megah Abadi.

Research (Muhadi et al., 2022) states that worklife balance has a positive effect on turnover intention of nurses at RSI Surabaya. Meanwhile, in research (Dwi Afnisyah'id & Aulia, 2021) worklife balance has a negative effect on employee turnover intention at the Perum Bulog Jakarta Head Office.

Overview

Human resource management is an activity accompanied by a process in planning, organizing, directing and supervising which is used to achieve company goals. Companies must be able to manage human resources optimally so that the performance and goals that the company has set can run according to the target (Siagian, 2023:3).

Turnover Intention

According to Hasibuan (2019: 211), turnover intention is the decision of employees who want to quit by submitting a request to the company. Furthermore, Hasibuan states that even though employees choose to leave the company, this decision still has a negative impact on the company, because these employees carry costs for recruitment, selection, and training. In research (Supriadi et al., 2021) wrote down the factors that influence turnover intention, including:

1. Internal factors
Refers to elements that come from within the company or organization and are not influenced by factors that exist outside the organization or individual. Wahyuni and his colleagues (2014) show that external elements such as salary, incentives and supervisor attitudes are very important and have a major influence on employees' decisions to change jobs.
2. External factors
Relate to interactions outside the company environment. This includes environmental situations or conditions, as expressed by Pratiwi (2016).
3. Personal factors
Relates to a person's personal characteristics. In his work, Robbins (2014) explains that personal traits reflect the way a person views certain objects and how they interpret what they see, including age, gender, and education level.

The dimensions and indicators of turnover intention according to Mobley et al in (Medy Budun, 2021) are:

1. Thinking of Quitting with indicators Often thinking about leaving work, often feeling bored or bored with work situations, and unfulfilled job satisfaction.
2. Intention to search for alternatives with indicators Desire to try to find another job, search for information about job vacancies, and apply for jobs at other companies.
3. Intention to quit with indicators Considering job offers from other companies, Leaving the current company (resign), and moving to another company.

Job Stress

Job stress is a situation where an employee feels pressure while working, and this can affect the way the employee thinks, feels, and character. Antonius Rino Vanchapo, S. Kep in (Yunus 2021), explains that jobstress is an emotional situation that arises because there is a mismatch between the workload and the individual's ability to deal with the stress he experiences. It is important to manage job stress well, as it can be detrimental to both individuals and organizations. According to Gibson and colleagues (2012) in (Maharani & Tamara, 2024), job stress affects behavior related to satisfaction, performance, absenteeism, and resignation.

Hasibuan (2014) in (Hallo & Dewi, 2022) states that the factors that cause job stress include too much workload, unfair leader actions when assigning tasks, working time that is too long, conflicts between employees and superiors, poor communication between employees, work authority related to responsibility. And according to Aksa & Transistari (2021), a number of symptoms of stress that appear to employees can interfere with performance, namely workload, working time, supervision, work environment, and work conflict.

Dimensions and indicators of job stress according to Stephen P. Robbins (2013) in (Rambe et al., 2022), namely:

1. Environmental stress with indicators of economic uncertainty, technological uncertainty and political uncertainty.
2. Organizational stress, with indicators of role and task demands, excessive workload, and pressure to complete work in the near future.
3. Individual stress with indicators of family problems, family economic problems and employee personality problems.

Compensation

Compensation can be defined as various forms of rewards received by employees in return for their contribution and dedication to the company. The determination of compensation based on this evaluation aims to provide rewards that are in accordance with feasibility and fairness. If employees feel that the compensation received is unfair or inappropriate, this can be a source of social jealousy. (Tohardi in Sutrisno (2015: 182). According to Notoadmodjo (2009: 144-145 in (Subakti et al., 2022) there are several factors that influence compensation, including:

1. Productivity
2. Ability to pay
3. Willingness to pay
4. Labor demand
5. Employee organization
6. Rules and regulations

Dimensions and indicators of compensation according to Affandi (2018: 194-195) suggest 3 dimensions and their indicators as follows:

1. Direct compensation with indicators of wages and salaries, incentives, and bonuses.
2. Indirect compensation with indicators of allowances, facilities and rewards.
3. Non-financial compensation with indicators of career development, work environment, and flexibility of working time.

Worklife Balance

Worklife balance is a condition where employees can manage their commitments to work, personal life and other responsibilities. This can help avoid problems between personal and professional life and increase motivation, productivity and loyalty to the company (Suifan, Abdallah, & Diab, 2016 in Lestari & Margaretha, 2021). According to (Wulansari, 2023) worklife balance is influenced by three factors, including:

1. Individual factors
2. Organizational factors
3. Life factors

Dimensions and indicators of worklife balance according to Fisher (2009) in (Nurlambang, p. 130, 2016), namely

1. WIPL (Work Interference with Personal Life) with indicators of the duration of work time felt by employees, time with family, and time for personal life.
2. PLIW (Personal Life Interference with Work) with indicators of decision making, timely completion of tasks, and patterns in workload.
3. PLEW (Personal Life Enhancement of Work) with indicators of a good work environment, interaction with superiors and coworkers, and social life outside of work.

Hypothesis Development

The effect of job stress with turnover intention A Anwar Mangkunegara (2014) describes stress as a feeling of pressure experienced by employees when facing their work. Charles D. Spielberg (in Hulaifah Gaffar, 2012) states that stress comes from external demands on individuals, such as objects in the environment or a stimulus that can be objectively harmful. High levels of stress felt by employees in a company will increase their desire to find another job.

H₁: job stress has a positive effect on turnover intention

The effect of compensation on turnover intention, Compensation according to Cashmere (2016: 255), is a form of compensation received by employees, both in the form of money and those that are not financially related. According to Theodore and Lilyana (2017: 5), compensation is a form of reward or reward given by the organization to its workers. Compensation that is not in accordance with the workload and responsibilities of employees will increase the desire of employees to look for other jobs.

H₂: compensation has a negative effect on turnover intention

The effect of worklife balance on turnover intention, according to Greenhaus and Beutell, work-life balance is a person's ability to combine well the roles of work, family, and their personal lives (Minarika et al., 2020). The lower the employee's worklife balance will increase the employee's desire to find another job.

H₃: worklife balance has a positive effect on turnover intention.

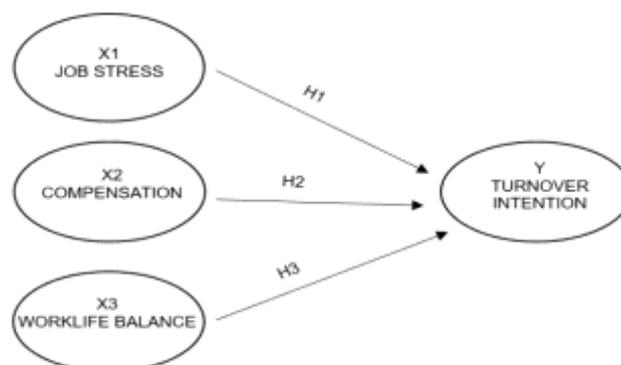


Figure 1. Thinking Framework

2. RESEARCH METHOD

The research was conducted at the Nest Group Indonesia company using permanent employees as the object of research. Research using a quantitative approach. Quantitative is used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses (Sugiyono, 2020). The research design is causal research to examine the causes and effects contained in the independent and dependent variables. Types and sources of data, namely primary data obtained directly from distributing questionnaires through google forms which are distributed online to permanent employees of the Nest Group Indonesia company. The variable measurement scale uses a Likert scale, with a population and sample of permanent employees of the Nest Group Indonesia company totaling 72 people with a saturated sample technique. The data analysis method uses a structural equation model (SEM) partial least square (PLS) using Smart PLS 4.

3. RESULTS AND DISCUSSIONS

Convergent Validity

To measure how much the relationship between the indicator and its construction using the outer loading value. An indicator is considered valid if it has a measurement limit value, which is a number > 0.70 (Hair, et al., 2022: 120).

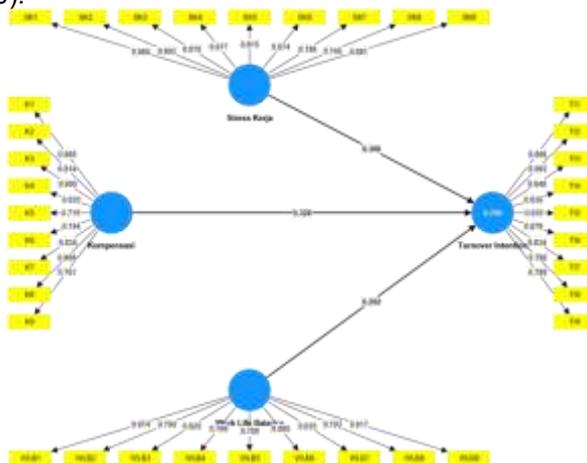


Figure 2. Algorithm PLS

Table 2. Convergent Validity

Variabel	Indikator	Outer Loading	Information
Job Stress	SK1	0.868	Valid
	SK2	0.863	Valid
	SK3	0.878	Valid
	SK4	0.877	Valid
	SK5	0.815	Valid
	SK6	0.874	Valid
	SK7	0.788	Valid
	SK8	0.745	Valid
	SK9	0.881	Valid
Compensation	K1	0.860	Valid
	K2	0.814	Valid

Variabel	Indikator	Outer Loading	Information	
	K3	0.800	Valid	
	K4	0.835	Valid	
	K5	0.715	Valid	
	K6	0.744	Valid	
	K7	0.834	Valid	
	K8	0.866	Valid	
	K9	0.781	Valid	
	Worklife Balance	WLB1	0.874	Valid
		WLB2	0.790	Valid
WLB3		0.820	Valid	
WLB4		0.768	Valid	
WLB5		0.789	Valid	
WLB6		0.860	Valid	
WLB7		0.835	Valid	
WLB8		0.793	Valid	
WLB9		0.817	Valid	
Turnover Intention	T11	0.868	Valid	
	T12	0.893	Valid	
	T13	0.848	Valid	
	T14	0.839	Valid	
	T15	0.835	Valid	
	T16	0.879	Valid	
	T17	0.834	Valid	
	T18	0.788	Valid	
	T19	0.788	Valid	

Source: processed by researchers from smartpls (2025)

All indicators have an outerloading value greater than 0.70. This means that all indicators used in this study are declared valid and feasible.

AVE (Average Variance Extracted)

Hair, et al., (2022:120) a measure used to assess the convergent validity of a construct. The ave value that is considered good is usually more than 0.50, which indicates sufficient convergent validity of the construct.

Variabel	AVE
Job Stress	0.713
Compensation	0.651
Worklife Balance	0.667
Turnover Intention	0.709

Source: Processed by researchers from smartPLS (2025)

Cronbach's Alpha & Composite Reliability

According to Hair, et al., (2022: 119) to assess how consistent an indicator is in a construct. This is based on the relationship between indicators of each variable considered in the study

Table 4. Cronbach's Alpha & Composite Reliability

Variabel	Cronbach's Alpha	Composite Reliability	Information
Job Stress	0.949	0.951	Reliabel
Compensation	0.933	0.937	Reliabel
Worklife Balance	0.937	0.939	Reliabel
Turnover Intention	0.948	0.950	Reliabel

Source : Processed by researchers from smartPLS (2025)

The results of the Cronbach's Alpha and Composite Reliability tests show that the outer loading values of all variables are greater than 0.70. This indicates that all variables demonstrate a good level of consistency and reliability, and therefore can be declared reliable

Discriminant Validity

Fornell Larcker Criterion

According to Hair et al. (2022:121), the Fornell-Larcker criterion is used to assess the level of discriminant validity by comparing the square root of the Average Variance Extracted (AVE) of a construct with the correlations among latent variables.

Table 5. Fornell Larcker Criterion

Variabel	Job Stres	Compensation	Worklife Balance	Turnover Intention
Job Stress	0.844			
Compensation	0.656	0.807		
Worklife Balance	0.631	0.703	0.817	
Turnover Intention	0.787	0.788	0.767	0.842

Source : Processed by researchers from smartPLS (2025)

All variables in this study are declared to be highly valid based on the discriminant validity test using the Fornell-Larcker criterion. This indicates that each construct is truly distinct from one another.

Cross Loadings

According to Hair et al. (2022:121), cross loadings are a method used to assess discriminant validity by examining the relationship between indicators within a construct and the indicators of other constructs.

Table 6. Cross Loadings

	Job Stress	Compensation	Worklife Balance	Turnover Intention
SK1	0.868	0.593	0.595	0.678
SK2	0.863	0.617	0.540	0.684
SK3	0.878	0.529	0.570	0.683
SK4	0.877	0.568	0.560	0.705
SK5	0.815	0.547	0.493	0.667
SK6	0.874	0.548	0.545	0.661

	Job Stress	Compensation	Worklife Balance	Turnover Intention
SK7	0.788	0.450	0.496	0.632
SK8	0.745	0.533	0.447	0.556
SK9	0.881	0.596	0.536	0.701
K1	0.559	0.860	0.711	0.743
K2	0.602	0.814	0.567	0.645
K3	0.584	0.800	0.549	0.648
K4	0.568	0.835	0.567	0.724
K5	0.433	0.715	0.454	0.551
K6	0.534	0.744	0.482	0.597
K7	0.481	0.834	0.480	0.492
K8	0.542	0.866	0.659	0.641
K9	0.427	0.781	0.579	0.611
WLB1	0.420	0.605	0.874	0.603
WLB2	0.476	0.620	0.790	0.604
WLB3	0.550	0.571	0.820	0.604
WLB4	0.458	0.461	0.768	0.522
WLB5	0.602	0.550	0.789	0.622
WLB6	0.508	0.534	0.860	0.603
WLB7	0.576	0.521	0.835	0.680
WLB8	0.473	0.663	0.793	0.696
WLB9	0.558	0.616	0.817	0.670
TI1	0.651	0.710	0.673	0.868
TI2	0.770	0.698	0.721	0.893
TI3	0.707	0.676	0.664	0.848
TI4	0.655	0.672	0.629	0.839
TI5	0.591	0.709	0.632	0.835
TI6	0.708	0.649	0.630	0.879
TI7	0.590	0.652	0.598	0.834
TI8	0.650	0.647	0.622	0.788
TI9	0.625	0.546	0.636	0.788

Source : Processed by researchers from smartPLS (2025)

The results show that the outer loading value of each indicator is higher on its respective construct than on other constructs. This indicates that each indicator has a strong correlation with its own variable, meaning that all indicators in this study are able to explain their respective variables and have met the requirements of the discriminant validity test through cross loading.

Inner Model

R-Square

To measure the strength of the structural model, the criteria for assessing R-Square are as follows: ≥ 0.25 (weak), ≥ 0.50 (moderate), and ≥ 0.75 (strong) (Hair et al., 2022).

Table 7. R-Square

Variabel Endogen	R - Square	Information
<i>Turnover Intention</i>	0.788	Strong

Source : Processed by researchers from smartPLS (2025)

The R-Square value for Turnover Intention is 0.788 or 78.8%. This shows that 78.8% of the variance in Turnover Intention can be explained by the independent variables used in this study, namely job stress, compensation, and work-life balance, while the remaining 21.2% is explained by other factors outside the research model. With an R-Square value of 0.788 (78.8%), the strength of the relationship in the model can be categorized as strong since it exceeds the threshold of 0.75

F-Square

According to Hair et al. (2022:254), f^2 is a measure used to assess the extent to which an exogenous variable contributes to the increase in the R^2 value of an endogenous variable. The criteria for evaluating f^2 effect sizes are: 0.02 (small), 0.15 (medium), and 0.35 (large).

Table 8. F-Square

F - Square	Turnover Intention	Information
Job Stress	0.364	Large
Compensation	0.218	Medium
<i>Worklife Balance</i>	0.183	Medium

Source : Processed by researchers from smartPLS (2025)

The F-Square value for the Job Stress variable shows a strong effect on Turnover Intention, with a value of 0.364. This indicates that Job Stress has a strong influence on the increase or decrease of Turnover Intention, as evidenced by the F-Square value exceeding 0.35. Meanwhile, the Compensation variable has an F-Square value of 0.218 and Work-Life Balance has a value of 0.183, both of which fall into the moderate category. This means that these two variables also exert a moderate influence on employee Turnover Intention, as their F-Square values are greater than 0.15.

Q² Predictive Relevance

According to Hair et al. (2022:201), Q^2 is a measure used to evaluate the predictive relevance of a PLS-SEM model.

Table 9. Q² Predictive Relevance

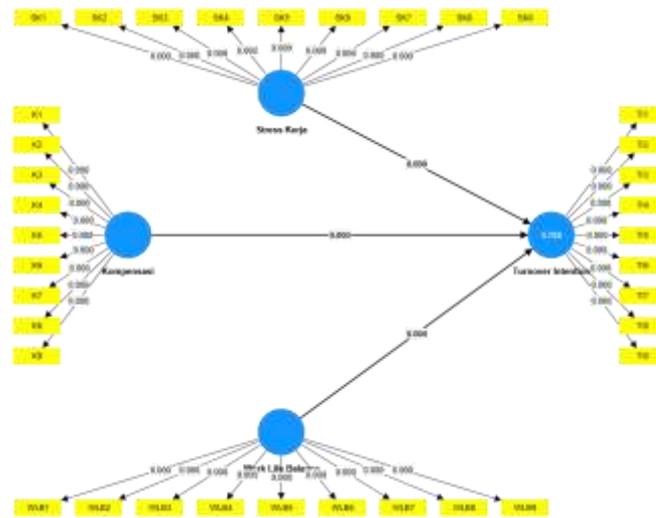
	Q ² predict	RMSE	MAE
<i>Turnover Intention</i>	0.795	0.502	0.417

Source : Processed by researchers from smartPLS (2025)

The Q^2 Predictive Relevance value is 0.795 or 79.5%. This result indicates that the model has good predictive relevance, as the value is greater than 0. Overall, this value demonstrates that the model is highly capable of predicting Turnover Intention, with a strong degree of reliability in prediction and structural analysis.

Path Coefficients

According to Hair et al. (2022:26), path coefficients are an analytical method in PLS-SEM that show the relationships between constructs in the structural model. These coefficients reflect the strength and direction of the hypothesized relationships between constructs.



Source : Processed by researchers from smartPLS (2025)
Figure 3. Bootsping

Hypothesis Testing Results

Table 10. Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T - Statistics	P - Values
Job Stress -> Turnover Intention	0.388	0.386	0.087	4.472	0.000
Compensation-> Turnover Intention	0.328	0.333	0.090	3.653	0.000
Worklife Balance -> Turnover Intention	0.292	0.289	0.111	2.639	0.004

Source : Processed by researchers from smartPLS (2025)

Based on Figure 3 (bootstrapping results) and Table 14 (hypothesis testing results), the relationships between each independent variable and the dependent variable can be explained as follows:

1. **The Effect of Job Stress on Turnover Intention shows a positive and significant influence.** This is evidenced by the original sample value of 0.388, indicating a positive effect, along with a t-statistic value of 4.472 > 1.96 (t-table) and a p-value of 0.000 < 0.05, indicating significance. Therefore, Hypothesis 1 (H₁), which states that Job Stress has a positive and significant effect on Turnover Intention, is accepted.
2. **The Effect of Compensation on Turnover Intention shows a positive and significant influence.** This is indicated by the original sample value of 0.328, reflecting a positive effect. In addition, the t-statistic value of 3.653 > 1.96 (t-table) and a p-value of 0.000 < 0.05 demonstrate statistical significance. Thus, Hypothesis 2 (H₂), which states that Compensation has a positive and significant effect on Turnover Intention, is rejected.
3. **The Effect of Work-Life Balance on Turnover Intention also shows a positive and significant influence.** The positive effect is reflected in the original sample value of 0.292. Furthermore, significance is shown by the t-statistic value of 2.639 > 1.96 (t-table) and a p-value of 0.004 < 0.05. Therefore, Hypothesis 3 (H₃), which states that Work-Life Balance has a positive and significant effect on Turnover Intention, is accepted.

4. CONCLUSION

Job Stress has a positive and significant effect on Turnover Intention, meaning that the higher the level of job stress experienced by employees, the greater their intention to resign from their jobs. This is consistent with the study by Kuncoro & Suprpto (2022), which found that job stress has a positive and significant effect on turnover intention. Compensation has a positive and significant effect on employee Turnover Intention, meaning that even high compensation does not prevent employees from having the intention to leave the company. This is in line with the findings of Astuti & Dewi (2021), which showed that compensation has a positive and significant effect on turnover intention. Work-Life Balance has a positive and significant effect on Turnover Intention, meaning that the poorer the work-life balance perceived by employees, the higher their intention to leave the company. This aligns with the research of Niladanti et al. (2025), which concluded that work-life balance has a positive and significant effect on turnover intention.

Recommendations for the Management of Nest Group Indonesia

Based on the results of this study, the indicator of Job Stress with the highest mean value is the statement "The work I receive does not match my position and abilities." Therefore, it is recommended that management better align job responsibilities with employee competencies and provide adequate training programs. Based on the results of this study, the indicator with the highest mean value under Compensation is the statement "The salary and wages I receive do not match my workload." Thus, it is recommended that management implement a well-structured career development program, enabling employees to understand how to increase their compensation through skills development and greater responsibilities. Based on the results of this study, the Work-Life Balance indicator with the highest mean value is the statement "My relationship with supervisors or colleagues does not always run smoothly and can affect my performance." Therefore, it is recommended that management foster a more inclusive work culture through team-building activities, cross-functional projects, and employee engagement programs that strengthen interpersonal relationships.

Recommendations for Future Researchers

Given that the R-Square value demonstrates a strong explanatory power of 78.8%, it is recommended that future researchers include additional variables that may influence turnover intention.

REFERENCES

- Anis, S. M. (2022). Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Motivasi Kerja Pegawai Pada Dinas Pekerjaan Umum Kabupaten Nias Selatan. *Jurnal Ilmiah Mahasiswa Nias Selatan*, 5(1), 1–9. <https://jurnal.uniraya.ac.id/index.php/jim/article/view/576>
- Astuti, W., & Dewi, T. K. (2021). Pengaruh Kompensasi dan Motivasi terhadap Turnover Karyawan pada PT. Distributor Motor Indonesia di Jakarta Selatan. *Jurnal Arastirma*, 2(1), 103. <https://doi.org/10.32493/arastirma.v2i1.16852>
- Budun, M., Amberi, M., & Rahmawati, E. (2021). Turnover Pada Pt. Jasapower Indonesia. *Jurnal Bisnis Dan Pembangunan*, 10(2), 38. <https://doi.org/10.20527/jbp.v10i2.10958>
- Dwi Afnisya'id, M., & Aulia, P. (2021). Pengaruh Work-Life Balance Terhadap Turnover Intention Karyawan Kantor Pusat Perum Bulog Jakarta the Effect of Work-Life Balance on Employee Turnover Intention of Kantor Pusat Perum Bulog Jakarta. *E-Proceeding of Management*, 8(5), 6548–6553
- Enah Pahlawati, Efrita Norman, R. K. S. (2024). Dampak Stres Kerja dan Disiplin Kerja terhadap Kinerja Pegawai RSUD Kota Bogor pada Masa Pandemi Covid-19. *Reslaj: Religion Education Social Laa Roiba Journal* *Reslaj: Religion Education Social Laa Roiba Journal*, 6, 2266–2282. <https://doi.org/10.47476/reslaj.v4i1.525>
- Efitriana, I., & Liana, L. (2022). Pengaruh Kompensasi, Lingkungan Kerja, dan Gaya Kepemimpinan Terhadap Turnover Intention (Studi Pada Yamaha Mataram Sakti Semarang). *SEIKO: Journal of Management & Business*, 5(2), 2022–2182
- Hallo, G. S., & Dewi, Y. E. P. (2022). Pengaruh Job Insecurity dan Stres Kerja Terhadap Turnover Intention Pada Driver Gojek. *Coopetition: Jurnal Ilmiah Manajemen*, 13(2), 335–344. <https://doi.org/10.32670/coopetition.v13i2.1574>
- Hendra, D., & Artha, B. (2023). Work-Life Balance: Suatu Studi Literatur. *Innovative: Journal Of Social Science Research*, 3(3), 11320–11330. <https://j-innovative.org/index.php/Innovative>
- Jemina, K. I., & Santosa, A. (2025). *Pengaruh Kepuasan Kerja, Beban Kerja dan Stres Kerja terhadap Turnover Intention Karyawan Generasi Z di Provinsi Bali*. 9(2021), 5525–5536.

- Joseph F. Hair, J. G. (2022). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). In J. G. Joseph F. Hair, *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (pp. 1-385). Los Angeles: SAGE Publications, Inc
- Kuncoro, A. bayu, & Suprpto, Y. L. (2022). PENGARUH STRES KERJA, BEBAN KERJA, DAN LINGKUNGAN KERJA, TERHADAP TURNOVER INTENTION KARYAWAN PT. VALDO SUMBER DAYA MANDIRI YOGYAKARTA. *Ekonomi Manajemen Dan Akuntansi*, 4(1), 1–8.
- Lestari, D., & Margaretha, M. (2021). Work life balance, job engagement and turnover intention: Experience from Y generation employees. *Management Science Letters*, 11, 165–170. <https://doi.org/10.5267/j.msl.2020.8.019>
- Maghfiroh, A. (2021). Analisis Pengembangan Sumber Daya Manusia Dalam Perspektif Syariah. *Jurnal Ilmiah Ekonomi Islam*, 7(1), 403. <https://doi.org/10.29040/jiei.v7i1.2138>
- Maharani, A., & Tamara, D. (2024). The occupational stress and work-life balance on turnover intentions with job satisfaction as mediating. *SA Journal of Human Resource Management*, 22, 1–11. <https://doi.org/10.4102/sajhrm.v22i0.2369>
- Muhadi, Indahyati, E., Angesti, D., & Safira, R. (2022). Pengaruh Work Life Balance Dan Stres Kerja Terhadap Turnover Intention Pada Perawat Di RSI Surabaya. *Jurnal Keperawatan Muhammadiyah*, 7(3), 77–83. <http://journal.um-surabaya.ac.id/index.php/JKM>
- Nest Group Indonesia. (2024). Retrieved from [nestgroupindonesia.com](https://www.nestgroupindonesia.com): Nest Group Indonesia. (2024). Retrieved from [nestgroupindonesia.com](https://www.nestgroupindonesia.com/): <https://www.nestgroupindonesia.com/>
- Niladanti, A. A. I., Sukadana, I. W., & Widnyana, W. (2025). Jurnal Emas PENGARUH WORK-LIFE BALANCE , JOB INSECURITY , DAN KEPUASAN KERJA TERHADAP TURNOVER INTENTION KARYAWAN PT . TELKOM AKSES Jurnal Emas. *Jurnal Emas*, 6, 547–562.
- Rambe, D., Hasibuan, A. N., & Setyawati, I. (2022). Analisis Perbedaan Perilaku Kerja Dilihat dari Motivasi dan Stres Kerja Karyawan di Masa Pandemi COVID-19. *Jurnal Kajian Ilmiah*, 22(2), 191–204. <https://doi.org/10.31599/jki.v22i2.1022>
- Salama, W., Ahmed, H. A., Shaimaa Abo, K. M., & Hossam, S. S. (2022). Impact of work stress and job burnout on turnover intentions among hotel employees. *International Journal Of Environmental Research And Public Health*
- Savitri, S. A. A. W., & Sukarno, G. (2023). Analysis of Burnout, Employee Engagement and Compensation on Turnover Intention of Shopee Express Hub Surabaya Couriers. *Jurnal Ekonomi Dan Bisnis Digital*, 2(3), 791–804. <https://doi.org/10.55927/ministal.v2i3.4802>
- Siagian, S. (2023). *Manajemen Sumber Daya Manusia* (Merry Moy Mita (ed.)). Yayasan Drestanta Pelita Indonesia.
- Subakti, M., Ariza, F., & Rofik, D. A. (2022). Faktor-Faktor yang Mempengaruhi Kompensasi Karyawan Bank. *Jurnal Ilmu-Ilmu Sosial*, 1(1), 1–7. <https://jurnal.stiedarulfalahojojokerto.ac.id/index.php/>
- Sudarmi, E. (2023). Pengaruh Work-Life Balance Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Angkasa Indah Mitra. *Manajemen Bisnis*, 26(5), 110–122.
- Sugiyono. (2020). *Metode penelitian kuantitatif, kualitatif, dan R&D* (ed. terbaru). Bandung
- Supriadi, K., Trang, I., Rogi, M., Valentino Supriadi, K., Trang, I., Helen Rogi, M., Ekonomi dan Bisnis, F., & Manajemen Universitas Sam Ratulangi, J. (2021). Analisis Faktor Faktor yang Menyebabkan Turnover Intention di PT. SINAR GALESONG PRIMA CABANG BOULEVARD MANADO. *Jurnal EMBA*, 9(3), 1215–1224.
- Tampubolon, V. S., & Sagala, E. J. (2020). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Turnover Intention Pada Karyawan Pt. Bum Divisi Pmks. *Business Management Journal*, 16(2), 65. <https://doi.org/10.30813/bmj.v16i2.2359>
- Waskito, M., & Ayu Rachmawati Putri. (2021). Kata Kunci : Kompensasi, Kepuasan Kerja, Widiyanto, G., & Kheren, Y. (2021). Pengaruh Beban Kerja Dan Stres Kerja Terhadap Turnover Intention Karyawan Pada CV.Wan Qian. *Ekonomi Dan Bisnis*, 1(1), 137–145. <https://doi.org/10.31959/jm.v13i1.2059>
- Waskito, M., & Ayu Rachmawati Putri. (2021). Kata Kunci : Kompensasi, Kepuasan Kerja, Turnover Intention. *Jurnal Ekonomi Dan Bisnis*, 4(1), 111–122.
- Wulansari, O. D. (2023). Studi Literatur: Faktor-Faktor yang Mempengaruhi Work-Life Balance. *Psychopreneur Journal*, 7(1), 15–28. <https://doi.org/10.37715/psy.v7i1.3404>
- Zahara Tussoleha Rony, Heri Fitriadi, & Warkianto Widjaja. (2023). Pengaruh Turnover Intention Dan Kompensasi Terhadap Tingkat Retensi Karyawan Pada Perusahaan Manufaktur Di Jawa Barat. *Jurnal Bisnisan : Riset Bisnis Dan Manajemen*, 5(1), 45–54. <https://doi.org/10.52005/bisnisan.v5i1.133>