



Examining the Effects of Work-Life Balance and Supervisor Support on Turnover Intention: The Mediating Role of Job Satisfaction

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ABSTRACT

Keywords:

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This study investigates the effect of work-life balance and supervisor support on turnover intention, with job satisfaction serving as a mediating variable among employees of PT PLN (Persero) Pusat Sertifikasi. Grounded in social exchange theory and organizational behavior perspectives, this research addresses employee retention issues within a state-owned enterprise context. A quantitative explanatory design was employed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). Data was collected from 80 employees through structured questionnaires and analyzed using SmartPLS 3. The results demonstrate that work-life balance and supervisor support have a positive and significant effect on job satisfaction. Work-life balance also exerts a significant direct effect on turnover intention. However, supervisor support and job satisfaction do not significantly affect turnover intention. Furthermore, mediation analysis confirms that job satisfaction does not mediate the relationship between the independent variables and turnover intention. These findings indicate that turnover intention in public sector organizations is shaped not only by attitudinal factors but also by structural and organizational conditions. This study contributes to the empirical development of human resource management literature and provides managerial implications for strengthening employee retention strategies

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INTRODUCTION

The transformation of the modern workplace has intensified organizational challenges related to employee sustainability and retention (Shamshuddin et al., 2025; Tayosyngyong et al., 2025). Rapid digitalization, technological advancement, and global competition have compelled organizations to pursue higher productivity while maintaining adaptive human

resource systems. As work structures become increasingly project-based and performance-driven, employees face mounting expectations that extend beyond conventional working hours. Evidence from contemporary organizational practices shows that mobility demands, continuous connectivity, and target-oriented systems frequently blur the boundaries between professional and personal roles (Cao et al., 2026; Vuscan & Muntean, 2025). Such conditions may generate psychological strain, reduce emotional attachment, and weaken long-term organizational commitment. Consequently, employee well-being has emerged not merely as a welfare issue but as a strategic priority in human resource management. In this evolving context, understanding the determinants of employees' psychological stability and retention intention becomes essential for sustaining organizational effectiveness and ensuring long-term competitiveness (Syafri et al., 2025; Yadav & Sharma, 2024).

Ideally, organizations are expected to create supportive environments that enable employees to maintain balanced professional and personal lives while sustaining high engagement. In reality, however, many organizations struggle to align performance expectations with employees' well-being needs (Smollan & Mooney, 2024; Awashreh & AlGhunaimi, 2024). The ideal condition assumes that employees can achieve optimal productivity without sacrificing personal stability, yet increasing workloads and competitive pressure often generate work–family conflicts (Kamboj & A, 2025; Xu et al., 2025). Empirical evidence suggests that when employees experience prolonged imbalance, stress levels rise and organizational attachment declines, eventually increasing withdrawal tendencies. This discrepancy between the normative goal of sustainable human resource management and the operational pressures experienced in daily practice highlights a significant managerial dilemma. Therefore, examining factors that can bridge this gap—particularly those related to work-life balance, supervisory practices, and employee attitudes—becomes critical in identifying mechanisms that sustain both performance and retention.

Work-life balance, supervisor support, job satisfaction, and turnover intention constitute interrelated constructs grounded in established organizational theories. Work-life balance refers to an individual's ability to manage work and non-work roles harmoniously in order to minimize inter-role conflict and maintain psychological stability. Theoretically, effective role management reduces strain, prevents excessive stress, and enhances positive affective responses toward work. When employees perceive equilibrium between professional and personal responsibilities, they are more likely to experience emotional well-being and favorable work attitudes. Conversely, persistent imbalance may lead to emotional exhaustion, decreased engagement, and a stronger intention to withdraw from the organization. Turnover intention

itself represents an employee's conscious consideration or willingness to leave and is widely regarded as a strong predictor of actual turnover behavior. From a social exchange perspective, supervisor support—including emotional concern, instrumental assistance, recognition, and flexibility—encourages reciprocal commitment and constructive attitudes. Job satisfaction, defined as a positive emotional evaluation of one's job, plays a central role in shaping employees' attachment and intention to remain within the organization.

Previous empirical studies have confirmed significant relationships among the key variables examined in this research. Several recent investigations demonstrate that work-life balance positively influences job satisfaction and negatively affects turnover intention (Handayani et al., 2024; Maharani & Saputro, 2023). These findings indicate that employees who successfully manage professional and personal demands tend to exhibit stronger organizational attachment and lower withdrawal tendencies. Furthermore, research by Sjahrudin et al. (2025) highlights the importance of supervisor support in strengthening positive work attitudes and reducing turnover intention, emphasizing the role of leadership interactions in shaping employee perceptions. Collectively, these studies provide empirical evidence that both structural factors, such as work-life balance, and relational factors, such as supervisory support, are critical determinants of retention-related outcomes. Therefore, the existing literature establishes a foundational understanding that supportive and balanced work environments are essential in minimizing employees' intention to leave.

Despite consistent findings, prior studies reveal limitations that open opportunities for further investigation. Most empirical research has been conducted in service-oriented or educational settings, where work characteristics differ substantially from technically intensive organizations. While the direct relationships among work-life balance, supervisor support, job satisfaction, and turnover intention have been widely tested, the mediating mechanism of job satisfaction has not been comprehensively examined within public-sector energy institutions. Moreover, organizations characterized by high technical complexity, strict safety standards, and field mobility present unique stressors that may alter relational dynamics among these variables. The lack of integrated analysis within such contexts limits the generalizability of previous conclusions. Consequently, a research gap emerges regarding how job satisfaction mediates the influence of work-life balance and supervisor support on turnover intention in state-owned energy enterprises.

PT PLN (Persero) Pusat Sertifikasi represents a strategic unit responsible for certification and technical auditing activities that ensure the reliability and safety of the national electricity system. The nature of work within this unit

involves high precision, frequent field assignments, and strict compliance with safety regulations. These characteristics require not only technical competence but also strong psychological resilience and organizational commitment. Preliminary observations indicate a growing tendency of turnover intention, particularly among younger technical professionals with strong career aspirations and high expectations for professional development and supervisory guidance. When demanding field responsibilities are not accompanied by sufficient support and balanced workload management, dissatisfaction and internal transfer intentions may intensify. Therefore, understanding the interaction among work-life balance, supervisor support, job satisfaction, and turnover intention becomes urgent to safeguard operational continuity and institutional stability.

Based on the identified theoretical and contextual gaps, this study addresses the problem of how work-life balance and supervisor support influence turnover intention, both directly and indirectly through job satisfaction. The rationale lies in the need to clarify whether job satisfaction functions as a mediating mechanism that explains the relationship between organizational support factors and employees' withdrawal tendencies. By integrating structural and relational determinants within a single analytical framework, this research seeks to provide a more comprehensive explanation of retention dynamics in a technically intensive public organization. The study aims to analyze the direct effects of work-life balance and supervisor support on job satisfaction and turnover intention, as well as to examine the mediating role of job satisfaction. To achieve these objectives, a quantitative research design is employed, utilizing statistical analysis to test causal relationships and determine the magnitude and significance of inter-variable effects.

Literature Review and Hypothesis Development

This study is grounded in organizational behavior theory, integrating perspectives from Social Exchange Theory, Social Support Theory, and Work-Family Border Theory to explain how organizational conditions shape employee attitudes and behavioral intentions (Edeh et al., 2025; Marquina et al., 2024; Acoba, 2024; Dunn, 2025). Social Exchange Theory posits that relationships between employees and organizations are built on reciprocal exchanges; when employees perceive fairness, recognition, and support, they are more likely to respond with positive attitudes and reduced withdrawal behaviors (Marquina et al., 2024). In parallel, Social Support Theory emphasizes that emotional, instrumental, and informational assistance from supervisors serves as a critical

resource that helps employees cope with work demands (Acoba, 2024). Work–Family Border Theory further highlights the importance of effectively managing boundaries between professional and personal roles to reduce conflict and psychological strain, thereby promoting overall well-being (Dunn, 2025).

Within this integrated framework, work–life balance and supervisor support are conceptualized as key organizational resources that foster positive work experiences. These resources contribute to higher levels of job satisfaction by reducing stress, enhancing perceived organizational care, and strengthening employees' sense of belonging. Job satisfaction, in turn, functions as a central psychological mechanism that connects organizational support systems with employee retention outcomes. When employees experience supportive supervision and balanced role management, they are more likely to develop favorable job attitudes, which subsequently decrease turnover intention and encourage long-term organizational commitment.

Work-Life Balance and Job Satisfaction

Work-life balance refers to an individual's ability to effectively manage professional and personal roles without experiencing persistent conflict (Bulger, 2024). Employees who perceive balance between work and personal life tend to experience greater psychological comfort and job satisfaction (Famewo et al., 2026).

Recent empirical studies confirm this relationship. Handayani et al. (2024) and Faqih et al. (2025) found that work-life balance significantly increases job satisfaction and reduces turnover intention. Rahma Aura and Hutahaeon (2025) further emphasize that younger employees consider flexibility and life balance as primary determinants of job satisfaction beyond financial compensation.

In a technically demanding organization such as PT PLN (Persero) Pusat Sertifikasi, employees face project-based assignments, field mobility, and high responsibility for system reliability. Maintaining work-life balance in such conditions becomes crucial for sustaining job satisfaction.

H1: Work-life balance has a positive and significant effect on job satisfaction.

Supervisor Support and Job Satisfaction

Supervisor support reflects the extent to which supervisors provide emotional concern, recognition, and practical assistance to subordinates (Zhong et al., 2024). Within the social exchange perspective, supportive leadership fosters positive work attitudes and strengthens organizational attachment (Udin et al., 2025).

Empirical findings consistently demonstrate that supervisor support significantly enhances job satisfaction. Maharani and Saputro (2023) reported that family-supportive supervisor behavior positively affects job satisfaction. Tri Astuti and Helmi (2021), through meta-analytic evidence, confirmed that perceived supervisor support is a strong predictor of employee satisfaction.

For employees operating within hierarchical and technical systems, such as those in PT PLN (Persero) Pusat Sertifikasi, supportive supervisors may mitigate work pressure and increase feelings of appreciation.

H2: Supervisor support has a positive and significant effect on job satisfaction.

Work-Life Balance and Turnover Intention

Turnover intention is defined as an employee's conscious desire to leave the organization (Alkaabi et al., 2024). Work-life imbalance often leads to stress, burnout, and emotional exhaustion, which increase withdrawal intentions.

Handayani et al. (2024) and Sjahrudin et al. (2025) found that work-life balance negatively influences turnover intention. Faqih et al. (2025) also demonstrated that work-life balance directly reduces employees' intention to leave.

Given the intensive technical responsibilities within PT PLN (Persero) Pusat Sertifikasi, prolonged imbalance may accelerate fatigue and strengthen turnover intention.

H3: Work-life balance has a negative and significant effect on turnover intention.

Supervisor Support and Turnover Intention

Supervisor support contributes to emotional attachment and perceived organizational care. Wulandari and Ekhsan (2024) reported that supervisor support negatively affects turnover intention by strengthening employees' sense of belonging. Buulolo and Ratnasari (2020) similarly found that supportive leadership reduces employees' intention to leave.

Ammar Ilyas et al. (2020) further demonstrated that supervisor support mitigates burnout and stress, which are primary antecedents of turnover.

In technical and certification-based environments, supervisor guidance and recognition may serve as key determinants of employee retention.

H4: Supervisor support has a negative and significant effect on turnover intention.

Job Satisfaction and Turnover Intention

Job satisfaction represents an effective response toward one's job (Fernández-Macias & de Bustillo Llorente, 2024). Employees who are satisfied with their work are less likely to seek alternative employment (Mampuru et al., 2024).

Empirical studies by Respati et al. (2023) and Supriyadi et al. (2021) confirm that job satisfaction significantly reduces turnover intention, particularly in public-sector organizations.

In the context of PT PLN (Persero) Pusat Sertifikasi, job satisfaction may arise from meaningful technical responsibilities, professional recognition, and supportive working relationships.

H5: Job satisfaction has a negative and significant effect on turnover intention.

The Mediating Role of Job Satisfaction

Prior research suggests that job satisfaction functions as a mediating mechanism linking organizational resources to employee retention behavior. Handayani et al. (2024) and Faqih et al. (2025) demonstrated that work-life balance indirectly reduces turnover intention through job satisfaction. Similarly, Maharani and Saputro (2023) found that supervisor support influences retention through increased satisfaction.

This mediating mechanism reflects the psychological process through which employees interpret organizational support and balance conditions, transforming them into behavioral intentions.

H6: Job satisfaction mediates the relationship between work-life balance and turnover intention.

H7: Job satisfaction mediates the relationship between supervisor support and turnover intention.

Conceptual Framework

Based on the theoretical synthesis and empirical evidence, this study proposes a conceptual model in which work-life balance (X1) and supervisor support (X2) influence turnover intention (Y) both directly and indirectly through job satisfaction (Z). Job satisfaction is positioned as a mediating variable that explains the psychological mechanism underlying employee retention decisions.

The proposed framework integrates contemporary empirical findings with organizational behavior theories and extends prior research into the context of a public-sector energy organization.

RESEARCH METHODS

This study employed a quantitative explanatory research design to examine the causal relationships among work-life balance, supervisor support, job satisfaction, and turnover intention. A quantitative approach was selected to enable objective measurement and statistical testing of hypothesized relationships among variables within a defined organizational context. The

structural model tested the effects of work-life balance (X1) and supervisor support (X2) on turnover intention (Y), with job satisfaction (Z) functioning as a mediating variable. The research was conducted at PT PLN (Persero) Pusat Sertifikasi, South Jakarta, Indonesia, particularly within the Inspection and Power Plant Commissioning Division. The population consisted of 250 employees, while the accessible population in the selected division comprised 80 employees, all of whom were included as respondents. A non-probability purposive sampling technique was applied (Sugiyono, 2020), with inclusion criteria requiring participants to be permanent employees with a minimum tenure of one year to ensure adequate organizational exposure and experiential relevance.

Primary data were collected using a structured, closed-ended online questionnaire distributed in November 2025. The instrument measured four constructs: work-life balance (X1), supervisor support (X2), job satisfaction (Z), and turnover intention (Y), using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Work-life balance was defined as employees' perceived ability to maintain equilibrium between work and personal roles without excessive conflict, encompassing time balance, involvement balance, and satisfaction balance. Supervisor support reflected employees' perceptions of emotional concern, instrumental assistance, recognition, and flexibility provided by supervisors. Job satisfaction referred to a positive emotional state resulting from job evaluation, while turnover intention denoted an employee's conscious willingness to leave the organization. Secondary data from internal documents and scholarly literature were used to strengthen contextual and theoretical foundations.

Data analysis was conducted in two stages: descriptive and inferential analysis. Descriptive statistics were used to summarize respondent characteristics and distribution patterns of responses. Inferential analysis employed Structural Equation Modeling–Partial Least Squares (SEM-PLS) using SmartPLS version 4. This technique was selected because it is suitable for complex structural models, accommodates relatively small sample sizes, and does not require strict multivariate normality assumptions. The measurement model (outer model) was evaluated through convergent validity (factor loadings > 0.60 ; AVE > 0.50), discriminant validity, and reliability testing using Composite Reliability and Cronbach's Alpha (> 0.70). The structural model (inner model) assessment included coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and hypothesis testing through bootstrapping (t-statistic > 1.96 ; p-value < 0.05). Mediation effects were examined using bootstrapping procedures to determine the significance of indirect relationships, ensuring rigorous empirical testing of the proposed model.

RESULTS AND DISCUSSION

Results

This study involved 80 employees from the Inspection and Power Plant Commissioning Division

Table 1. Respondent characteristics based on gender

No	Gender	Amount	Percentage (%)
1.	Man	68	85
2.	Women	12	15
Total		80	100

(Source: Processed data, 2025)

The gender distribution shows that the workforce in the studied division is predominantly male. This composition reflects the technical and field-oriented nature of inspection and commissioning work, which often involves physical presence in operational sites. The dominance of male employees suggests that work-life balance dynamics may also be influenced by field deployment patterns and mobility requirements. From a structural perspective, this composition indicates that organizational workload distribution is strongly linked to operational demands rather than administrative functions.

Table 2. Respondent characteristics based on age

No	Age Range	Amount	Percentage (%)
1.	< 25 years	4	5
2.	25-35 years	26	32,5
3.	36-45 years	27	33,8
4.	46-55 years	22	27,5
5.	> 55 years	1	1,2
Total		80	100

(Source: Processed data, 2025)

The majority of respondents fall within the 25–45 year age range, representing the most productive career phase. This age distribution suggests a workforce that combines professional maturity with active career development aspirations. Employees within this demographic are typically balancing professional responsibilities with family commitments, which strengthens the relevance of work-life balance as a determinant variable. The presence of experienced employees above 46 years also contributes institutional stability and organizational memory.

Table 3. Respondent Characteristics Based on Education

No	Education	Amount	Percentage (%)
1.	SMA / SMK	56	70
2.	D3	4	5
3.	S1	19	23,8
4.	S2	1	1,2
5.	S3	0	0
Total		80	100

(Source: Processed data, 2025)

The data indicate that most employees possess vocational or technical high school education. This composition confirms the operational orientation of the unit, where technical competency is prioritized. However, the presence of bachelor's and master's degree holders indicate managerial and supervisory support structures within the division. Educational diversity contributes to organizational functionality but may also shape differing expectations regarding career growth and job satisfaction.

Table 4. Respondent Characteristics Based on Tenure

No	Tenure	Amount	Percentage (%)
1.	< 1 year	8	10
2.	1-5 years	21	26,3
3.	6- 10 years	20	25
4.	11-15 years	14	17,5
5.	>15 years	17	21,2
Total		80	100

(Source: Processed data, 2025)

The tenure distribution reveals a balanced mix between mid-level experience (1–10 years) and long-serving employees (>15 years). This pattern suggests organizational continuity combined with generational transition. Employees with moderate tenure are likely to be in critical career consolidation phases, where perceptions of support and balance significantly influence future commitment. Meanwhile, senior employees contribute structural stability, potentially explaining the relatively low turnover intention observed in this study.

Table 5. Respondent Characteristics Based on Position

No.	Position	Amount	Percentage (%)
1.	Engineer	43	53,8
2.	Administration	37	46,2
Total		80	100

(Source: Processed data, 2025)

The distribution between engineers and administrative personnel is relatively proportional. This balance ensures that the study captures both technical and non-technical perspectives. Engineers, who are directly exposed to field pressures and project deadlines, may experience stronger work-life tension compared to administrative staff. The balanced representation strengthens the generalizability of the findings within the unit.

Average Variance Extracted

Table 6. Average Variance Extracted (AVE)

Variable	AVE	$\sqrt{\text{AVE}}$
Work-Life Balance	0.711	0.843
Supervisor Support	0.771	0.878
Job Satisfaction	0.755	0.869
Turnover Intention	0.806	0.898

(Source: Processed data, 2025)

All AVE values exceed the 0.50 threshold, confirming convergent validity. The square root of AVE for each construct is higher than the inter-construct correlations, satisfying the Fornell–Larcker criterion. This demonstrates that each construct captures a unique conceptual domain. The high AVE values suggest that the measurement items strongly represent their respective latent variables.

Reliability

Table 7. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability
Work-Life Balance	0.952	0.961
Supervisor Support	0.931	0.945
Job Satisfaction	0.941	0.953
Turnover Intention	0.920	0.939

(Source: Processed data, 2025)

All reliability coefficients exceed 0.90, indicating excellent internal consistency. Such high reliability suggests stable measurement performance and minimal random error. The constructs are therefore statistically robust and suitable for structural model testing.

Structural Model Evaluation

Model Fit

Table 8. Model Fit (SRMR)

Model	SRMR
Saturated Model	0.072
Estimated Model	0.072

(Source: Processed data, 2025)

The SRMR value of 0.072 is below the recommended threshold of 0.08, indicating good model fit. This suggests that the structural model adequately represents the empirical data and that discrepancies between observed and predicted correlations are minimal.

Coefficient of Determination

Table 9. R-Square Values

Dependent Variable	R ²	Adjusted R ²
Job Satisfaction	0.880	0.877
Turnover Intention	0.158	0.125

(Source: Processed data, 2025)

The R² value for job satisfaction (0.880) indicates very strong explanatory power, meaning that work-life balance and supervisor support jointly account for 88% of its variance. Conversely, the R² value for turnover intention (0.158) indicates weak explanatory power. This suggests that turnover intention in this organizational context is influenced by additional external or structural factors not included in the model.

Direct Effects

Table 10. R-Square Values

Relationship	Coefficient	T-Statistic	p-value	Result
Supervisor Support → Job Satisfaction	0.640	7.933	0.000	Supported
Work-Life Balance → Job Satisfaction	0.337	3.864	0.000	Supported
Work-Life Balance → Turnover Intention	-0.382	2.019	0.044	Supported
Supervisor Support → Turnover Intention	-0.085	0.320	0.749	Not Supported
Job Satisfaction → Turnover Intention	0.064	0.234	0.815	Not Supported

(Source: Processed data, 2025)

The results indicate that supervisor support is the strongest predictor of job satisfaction. Work-life balance also significantly enhances satisfaction and directly reduces turnover intention. However, supervisor support and job satisfaction do not significantly affect turnover intention. This finding suggests that psychological satisfaction alone is insufficient to explain exit intentions within a state-owned enterprise context.

Indirect Effects

Table 11. R-Square Values

Relationship	Coefficient	p-value	Result
Supervisor Support → Turnover Intention (via JS)	0.041	0.823	Not Supported
Work-Life Balance → Turnover Intention (via JS)	0.022	0.812	Not Supported

(Source: Processed data, 2025)

The mediation analysis shows that job satisfaction does not function as an intervening variable. This indicates that work-life balance influences turnover intention directly rather than through affective evaluation mechanisms. The absence of mediation highlights the dominance of structural and contextual influences in shaping turnover intention.

Discussion

This study examined the relationships among work-life balance, supervisor support, job satisfaction, and turnover intention within a state-owned enterprise in the energy sector, generating several theoretical and contextual implications. The findings indicate that work-life balance significantly and positively affects job satisfaction, confirming that employees who successfully manage boundaries between professional and personal roles experience higher affective evaluations of their work. This result aligns with contemporary perspectives on work–family boundaries and enrichment (Dunn, 2025; Bulger, 2024) and is consistent with empirical evidence demonstrating the positive association between work-life balance and job satisfaction (Aura & Hutahaean, 2024; Respati et al., 2023). In technically demanding environments, balanced role management reduces psychological strain and supports employee well-being, reinforcing the argument that sustainable work arrangements contribute to positive organizational attitudes.

Supervisor support also significantly increases job satisfaction and represents the strongest predictor in the model. This finding supports social exchange perspectives emphasizing that perceived organizational and supervisory care fosters reciprocal commitment and favorable work attitudes (Eisenberger et al., 2020; Udin et al., 2025). Empirical studies similarly report that supportive supervisory behaviors enhance satisfaction and performance outcomes (Maharani & Saputro, 2023). Moreover, relational identification processes between subordinates and supervisors further strengthen positive attitudinal outcomes (Zhong et al., 2024). Even within hierarchical public-sector structures, interpersonal leadership dynamics remain influential in shaping employees' satisfaction, suggesting that relational quality complements formal institutional arrangements.

Work-life balance further demonstrates a direct and negative effect on turnover intention, indicating that employees who perceive better balance are less likely to consider leaving the organization. This finding is consistent with prior research linking work-life balance to reduced withdrawal intentions (Faqih et al., 2025; Handayani et al., 2024) and broader integrative turnover frameworks (Alkaabi et al., 2024). In contrast, supervisor support does not significantly affect turnover intention, diverging from meta-analytic and empirical evidence suggesting a negative association between perceived supervisor support and turnover intention (Astuti & Helmi, 2021; Buulolo & Ratnasari, 2020). This discrepancy implies that in a state-owned enterprise characterized by employment security and institutional stability, structural conditions may exert stronger influence on exit decisions than interpersonal support alone.

Similarly, job satisfaction does not significantly influence turnover intention, diverging from classical turnover assumptions that position satisfaction as a primary antecedent of quitting intention (Fernández-Macias & de Bustillo Llorente, 2024). Although prior studies frequently demonstrate that job satisfaction mediates the relationship between work-life balance and turnover intention (Handayani et al., 2024), the mediation analysis in this study confirms that job satisfaction does not mediate the relationships tested. Work-life balance operates as a direct determinant of turnover intention, independent of satisfaction mechanisms. Overall, the findings reveal a dual mechanism within this organizational context: psychological and relational factors strongly influence job satisfaction, whereas turnover intention appears to be shaped more by structural and institutional dynamics. These results extend turnover theory by highlighting the contextual contingency of satisfaction's predictive power in highly institutionalized public-sector organizations.

CONCLUSION

This study demonstrates that work-life balance and supervisor support significantly enhance job satisfaction, yet only work-life balance directly reduces turnover intention within PT PLN (Persero) Pusat Sertifikasi. The central lesson derived from these findings is that, in a state-owned enterprise characterized by structural stability and institutional security, employees' intention to leave is influenced more by tangible role-balance conditions than by affective job evaluations alone. Although supportive leadership strengthens job satisfaction, it does not automatically translate into lower turnover intention. Conceptually, this study contributes to turnover literature by challenging the classical assumption that job satisfaction universally serves as the primary predictor of turnover intention. Instead, the findings underscore the importance of integrating structural and contextual dimensions into contemporary turnover models, particularly when examining highly institutionalized public-sector organizations.

Despite its contributions, this study has several limitations. The use of a cross-sectional design restricts causal inference over time, and the focus on a single organizational unit limits broader generalizability. Additionally, the model concentrates primarily on psychological and relational variables, while other structural determinants may also influence turnover intention. Future research is therefore encouraged to adopt longitudinal approaches and incorporate additional factors such as career mobility opportunities, organizational commitment, and compensation systems. Expanding the investigation across different public-sector and energy-related institutions would provide deeper insight into how institutional characteristics shape employee retention dynamics.

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