



The Impact of Work-Life Balance and Workload on Employee Turnover Intention at PT XYZ in Tangerang Regency

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Abstract

This study aims to determine the effects of work-life balance and workload on employee turnover intention at PT XYZ in Tangerang Regency, both partially and simultaneously. This research employs a quantitative approach using a saturated sampling technique. Data were analyzed through validity and reliability tests, classical assumption tests, simple and multiple linear regression, correlation analysis, coefficient of determination, t-tests, and F-tests. The results show that work-life balance has a positive and significant partial effect on employee turnover intention, as indicated by the regression equation $Y = 7.970 + 0.665X_1$, a correlation coefficient of 0.773, and a coefficient of determination of 59.8%. The t-test result shows a calculated t-value of 10.194, exceeding the critical t-value of 1.994, with a significance value of $0.000 < 0.05$. Workload also has a positive and significant partial effect, with the regression equation $Y = 7.779 + 0.567X_2$, a correlation coefficient of 0.681, and a coefficient of determination of 46.4%. The calculated t-value of 7.779 exceeds 1.994, with a significance value of $0.000 < 0.05$. Simultaneously, work-life balance and workload significantly affect turnover intention, as shown by the regression equation $Y = 10.895 + 0.496X_1 + 0.240X_2$, a correlation coefficient of 0.801, and a coefficient of determination of 64.2%. The F-test confirms this effect, with a calculated F-value of 61.898 exceeding 3.130 and a significance value of $0.000 < 0.05$. These findings highlight the importance of employee well-being and fair workload allocation in reducing turnover intention

Keywords: Work-Life Balance, Workload, Employee Turnover Intention

1. Introduction

Human resources serve not only as the primary driving force within an organization but also as strategic partners in designing, developing, and implementing innovative and sustainable policies. Effective human resource management plays an important role in improving employee capabilities, maintaining productivity, and creating a supportive work environment that enables employees to contribute optimally to organizational goals. Therefore, continuous efforts to develop and manage human resources are essential to ensuring the long-term sustainability, competitiveness, and success of any company or organization.

Various internal and external factors contribute to employee turnover within an organization. Among these factors, human resource management places particular emphasis on *work-life balance* and workload, as both can significantly influence employees' attitudes, well-being, and decisions to remain with or leave an organization. *Work-life balance* refers to an individual's ability to harmonize professional obligations with personal, domestic, and social responsibilities. Maintaining an appropriate balance between these aspects plays a crucial role in creating a healthy and supportive work environment. It can also enhance employee satisfaction, reduce work-related stress, and encourage employees to maintain a positive commitment toward the organization.

On the other hand, workload refers to the volume, complexity, and demands of responsibilities that employees are required to complete within a specific period. Assignments that are appropriately aligned with an individual's capacity, skills, and available resources can support effective performance and productivity. Conversely, excessive or poorly distributed workloads may cause physical and psychological fatigue, stress, and burnout. When employees experience difficulties in balancing professional demands with their personal lives, their overall well-being and job satisfaction may decline. If these conditions persist, employees may become less committed to the organization and develop an intention to seek employment elsewhere, ultimately contributing to higher employee turnover rates.

Workload is a key factor influencing employees' decisions to remain with or leave an organization. Excessive workloads, combined with a high level of task difficulty and demanding work requirements, can create considerable work-related stress. When employees are continuously required to complete numerous or complex tasks within limited time and resources, they may experience significant physical and mental exhaustion. Prolonged exposure to such conditions can reduce employees' motivation, job satisfaction, and commitment to the organization. As these negative experiences accumulate, employees may become less willing to remain in the organization and may begin to consider seeking alternative employment opportunities. Therefore, an excessive and unmanageable workload can increase employees' intention to leave and ultimately contribute to higher levels of *turnover* within the organization.

PT XYZ is a company engaged in the precast concrete industry and foundation services, located in the Tangerang and Bitung areas. The company plays a vital role in supporting the construction sector, particularly in providing high-quality foundation products and services. In carrying out its operations, PT XYZ relies heavily on the performance and skills of its human resources, especially employees who are directly involved in the production process and field operations.

Preliminary observations and internal company information indicate that PT XYZ Tangerang-Bitung is facing serious human resource management challenges, particularly regarding high employee turnover. This high *turnover* can hinder operational stability, increase recruitment and training costs for new employees, and potentially reduce the quality and timeliness of project completion.

Table 1. Turnover Data for 2023–2025

PERIOD YEAR	RESIGNAT IONS	RECRUIT	TURNOVER RATE
2023	10	8	14.29%
2024	12	16	17.65%
2025	8	8	11.11%

Source: Processed Data from PT.XYZ, 2023–2025 (data from the last 3 years)

Based on employee turnover data for the 2023–2025 period, it is evident that the company has experienced changes in its workforce composition from year to year. This situation indicates a dynamic flow of employees joining and leaving the company, which requires management's attention. This turnover serves as an important indicator for analyzing turnover intentions, particularly in relation to work-life balance and workload.

In 2024, the number of employees leaving the company increased compared to the previous period, while the company also recruited new employees to ensure the continuity of its operations. This situation indicates workforce dynamics that require further analysis.

In 2025, employee turnover continued, although the number of employees leaving was lower than in the previous year. This situation indicates that the issue of turnover remains relevant for further study.

The employee turnover rate from one year to the next indicates a problem that requires the attention of company management. The high number of employees leaving suggests that certain factors are influencing employees' decisions to leave the company. Therefore, a more in-depth study is needed to identify the factors that influence employees' turnover intentions, particularly those related to work-life balance and employees' workloads at the company.

One factor believed to influence employees' turnover intentions at a company is their work-life balance. In a project-oriented work environment, employees are often faced with high job demands, relatively high work

expectations, and a fairly heavy physical workload. These conditions can reduce employees' ability to balance their work and family responsibilities. An imbalance between work and personal life has the potential to cause physical exhaustion (burnout), work-related stress, and a decline in job satisfaction. If this condition persists, it can increase employees' desire to leave the company (employee turnover intention) and seek employment that they believe will provide a better work-life balance. Therefore, work-life balance is a strategic element in fostering workforce stability and reducing employee turnover.

Based on the company's initial observations, employees' workloads vary according to production and operational needs. During certain periods, an increase in work activity can place greater demands on task completion—in terms of work volume, time pressure, and physical and mental demands. These conditions form the basis for examining workload as one of the factors believed to be associated with turnover intention.

When job demands increase and persist over time, employees may experience burnout and have fewer opportunities to engage in activities outside of work. These conditions can affect work-life balance and ultimately may increase turnover intention.

Table 2. Pre-Survey Data on Workload Among Employees at PT XYZ in 2026

Question	Yes	Percent age (%)	No	Percent age (%)
The amount of work assigned is too much.	16	80%	4	20%
Often have to complete work within a limited time frame	14	70%	6	30%
The work requires a high level of physical or mental effort.	16	80%	4	20%
I often feel exhausted due to the workload assigned to me	18	90%	2	10%
The work targets assigned are quite difficult to achieve	14	70%	6	30%

Source: Pre-survey data, 2026

Based on the results of a pre-survey conducted among 20 employees, the majority of respondents indicated a relatively high workload. A total of 80% of respondents stated that the amount of work assigned was too much, while 70% of respondents admitted to frequently having to complete work within tight deadlines. In addition, 80% of respondents stated that the work required significant physical and mental effort.

The preliminary survey results also showed that 90% of respondents often experience fatigue due to their workload, and 70% of respondents consider the work targets they must meet to be difficult. These high percentages indicate that employees have significant professional responsibilities in terms of the volume of work, time pressure, and the level of difficulty of their tasks.

These conditions have the potential to cause physical and psychological fatigue, which can impact employees' well-being and productivity. If this persists over a long period, high job demands can increase employees' desire to leave the company and switch to other professions that are perceived as offering better

working conditions. Therefore, workload is a factor that the company must consider, as it is believed to influence employees' turnover intentions at PT. XYZ

This study was conducted at PT. XYZ in Tangerang Regency, Banten 15810.

2. Research Methodology

This study employs a quantitative approach using a causal-associative research design. A quantitative approach was chosen because this study aims to examine the relationships and influences among variables measured using numerical data and analyzed using statistical methods.

The type of research used is causal-associative research, which aims to identify the cause-and-effect relationship between two or more variables. In this study, the independent variables examined are work-life balance (X_1) and workload (X_2), while the dependent variable is employee turnover intention (Y). The causal relationship in this study is intended to determine the extent to which work-life balance and workload influence the level of employee turnover intention, both partially and simultaneously.

According to Sugiyono (2019:130) as cited in Adillah (2024:92), "a population is the domain of generalization consisting of objects or subjects that possess certain qualities and characteristics defined by the researcher for study, from which conclusions are subsequently drawn." In this study, the research population consisted of personnel working at PT XYZ during the research period, including employees and other workers involved in the company's operational activities. The inclusion of these personnel was based on their direct involvement in the work environment and their relevance to the variables examined in this study, namely work-life balance, workload, and turnover intention. Based on the predetermined criteria, 72 respondents participated in the study and completed the research questionnaire.

According to Sugiyono (2019:130) as cited in Adillah (2024:92), "a sample is a subset of the population that reflects the population's characteristics." The sampling technique used in this study was saturation sampling, in which all members of the defined research population who met the predetermined criteria were included as respondents. Accordingly, all eligible respondents were included in the research sample, resulting in a total of 72 respondents. This approach was used to obtain comprehensive information regarding work-life balance, workload, and turnover intention among personnel involved in the company's operational activities.

Data collection techniques are the methods researchers use to obtain the data needed for their research. According to Sugiyono Adillah (2024:92), "data collection techniques are the most strategic step in research, because the primary objective of research is to obtain data. In this study, the following data collection techniques were used":

Data analysis is the process that takes place after data from all respondents has been collected. Data analysis involves grouping data based on variables, tabulating the data, presenting data for each variable under study, performing calculations to answer the research questions, and performing calculations to test the proposed hypotheses.

3. Results and Discussion

a. Partial Hypothesis Testing (t-Test)

The researcher tested the hypotheses regarding the components of *work-life balance* (X_1) and workload (X_2) on employee *turnover intention* (Y) using the t-test procedure. This study used a significance level of 5% (0.05) by comparing the calculated t-score with the critical t-value. The decision criteria are as follows:

- 1) If the calculated t-score is $<$ the critical t-value, then H_{01} is accepted and H_{a1} is rejected
- 2) If the calculated t-score $>$ the critical t-value, then H_{01} is rejected and H_{a1} is accepted.

In addition, hypothesis testing can also be conducted by comparing the significance level at 0.05 using the following rule

- 1) If the significance level is > 0.05 , then H_{01} is accepted and H_{a1} is rejected.
- 2) If the p-value is greater than 0.05, then H_{01} is accepted and H_{a1} is rejected. The following formula is used to determine the t-table score:

$$table = t_{\alpha \text{ df}}$$

where:

$$\alpha = 5\% \text{ (significance level),}$$

$$df = n - 2.$$

Based on a sample size of 72 respondents, $df = 72 - 2 = 70$, so the t-table value is 1.994. A component is considered to have a significant contribution if the calculated t-score exceeds the t-table value or the probability value (p-value) is less than 0.05.

- a) The Contribution of *Work Life Balance* to Employee Turnover. The null hypothesis is:

$H_{01} : \rho_1 = 0$, indicating that *work-life balance* does not significantly contribute to employee turnover.

$H_{a1} : \rho_1 \neq 0$, indicating that *work-life balance* makes a difference to employee turnover.

The researchers analyzed all the data using SPSS version 26, with the following results:

Tabel 3. Results of the Hypothesis Test (t-Test) of the Work-Life Balance Variabel (X1) on Employee Turnover Intention (Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	13.753	2.538		.000
	Work Life Balance (X1)	.665	.065	.773	.000

a. Dependent Variable: Turnover Intention Karyawan (Y)

Source: Processed data, 2026

The test data in the previous table yielded a calculated t-score greater than the critical t-value (10.194 > 1.994). This finding is further supported by a p-value below the significance threshold of 0.050 (0.000 < 0.050). Therefore, the researcher decided to reject H_{01} and accept H_{a1} , proving that *work-life balance* makes a significant contribution to employee turnover intention.

- b) The Contribution of Workload (X_2) to Employee Turnover Intention (Y). Formulate the following hypotheses:

$H_{02} : \rho_2 = 0$, meaning that workload does not significantly contribute to employee turnover intention.

$H_{a2} : \rho_2 \neq 0$, meaning that workload makes a significant contribution to employee turnover intention.

The following presents the results of data analysis using SPSS Version 26, as shown below:

Table 4. Results of the t-Test for the Workload Variable (X_2) on Employee Turnover Intention (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.298	2.869		6.030	.000
	Beban Kerja (X_2)	.567	.073	.681	7.779	.000

a. Dependent Variable: Turnover Intention Karyawan (Y)

Source: Processed data, 2026

The data in the table show that the calculated t-score exceeds the critical t-value ($7.779 > 1.994$). This finding is supported by a p-value below the significance criterion of 0.050 ($0.000 < 0.050$). Therefore, the researcher concludes that H_{02} is rejected and H_{a2} is accepted. These results demonstrate that workload makes a significant contribution to employees' turnover intention.

b. Simultaneous Hypothesis Testing (F-Test)

The researchers tested the combined effect of *work-life balance* components and workload on employees' *turnover intention* using the F-test. This test employed a significance level of 5% (0.05). The decision-making process involved comparing the calculated F-value with the table F-value based on the following criteria:

- 1) If the calculated F-score is less than the table F-value, then H_{03} is accepted and H_{a3} is rejected.
- 2) If the calculated F-score is greater than the critical F-value, then H_{03} is rejected and H_{a3} is accepted.

To determine the value of the F-table score, the degrees of freedom (df) are used, namely:

$$df_1 = k = 2$$

$$df_2 = n - k - 1 = 72 - 2 - 1 = 69$$

At a 5% (0.05) significance level, the table F-value is 3.130.

The verification criteria stipulate acceptance of the hypothesis if the calculated F-score exceeds the table F-value or if the probability value (p-value) is less than 0.05. The following are the hypotheses proposed by the researchers:

- 1) $H_{03}: \rho_{1,2} = 0$ There is no significant combined effect of *work-life balance* and workload on employees' *turnover intention*
- 2) $H_{a3}: \rho_{1,2} \neq 0$ There is a significant combined effect of *work-life balance* and workload on employees' *turnover intention*.

Table 5. Results of the Simultaneous Hypothesis Test (F-Test) of Work-Life Balance (X_1) and Workload (X_2) on Employee Turnover Intention (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	622.809	2	311.405	61.898	.000 ^b
	Residual	347.135	69	5.031		
	Total	969.944	71			
a. Dependent Variable: Turnover Intention Karyawan (Y)						
b. Predictors: (Constant), Beban Kerja (X_2), Work Life Balance (X_1)						

Source: Processed data, 2026

The verification results in the table show that the calculated F-value exceeds the critical F-value (61.898 > 3.130). This finding is further supported by the fact that the p-value falls below the significance threshold of 0.05 (0.000 < 0.050). This result leads to the rejection of H_{03} and the acceptance of H_{a3} . This finding demonstrates that *work-life balance* and workload together make a significant contribution to employees' *turnover intention*.

The Effect of Work-Life Balance (X_1) on Employee Turnover Intention (Y)

Based on the results of the analysis, work-life balance has a positive and significant effect on employees' turnover intention. This finding is indicated by the regression coefficient of 0.665, with a calculated t-value of 10.194, which is greater than the critical t-value of 1.994, and a significance value of 0.000, which is less than 0.05. This means that, based on the measurement results of this study, an increase in the work-life balance score is associated with an increase in employees' turnover intention.

This finding indicates that the work-life balance experienced by employees in this study does not necessarily correspond to a lower intention to leave the organization. Although employees may be able to manage their work and personal responsibilities, other factors within the work environment may still contribute to their intention to leave the company. Therefore, the positive relationship identified in this study needs to be interpreted in accordance with the characteristics of the respondents and the organizational context in which the research was conducted.

Thus, the findings demonstrate that work-life balance has a significant relationship with employees' turnover intention. However, the positive direction of the relationship indicates that higher work-life balance scores in this study were accompanied by higher turnover intention scores. This empirical finding requires further consideration by management and should not be interpreted as evidence that better work-life balance universally increases employees' intention to leave.

The Effect of Workload (X_2) on Employee Turnover Intention (Y)

Analysis of the data yielded a simple linear regression equation: $Y = 7.779 + 0.567X_2$. The correlation coefficient of 0.681 demonstrates a strong relationship between the workload variable and employees' *turnover intention*. The coefficient of determination is 0.464, or 46.4%. This confirms that workload accounts for 46.4% of the variance in employees' *turnover intention*. Other external factors outside the scope of this study account for the remaining 53.6%.

Verification of the hypothesis revealed that the calculated t-score of 7.779 exceeded the critical t-value of 1.994 (7.779 > 1.994). The significance level was 0.000, which is below the 0.05 criterion (0.000 < 0.05). This statistical decision rejects H_{02} and accepts H_{a2} as valid. This study concludes that workload has a highly significant effect on employee *turnover intention*.

The findings of this study underscore the role of workload in determining employee turnover rates. Excessive work pressure disrupts workers' physical stability and mental health. These conditions ultimately create a strong incentive for employees to resign from the organization.

The Effects of *Work-Life Balance* (X_1) and Workload (X_2) on Employee Turnover Intention (Y)

The multiple linear regression analysis yielded the formula $Y = 10.895 + 0.496X_1 + 0.240X_2$. This formula demonstrates that work-life balance and workload collectively influence the intensity of employee turnover. A correlation coefficient of 0.801 reflects a very strong relationship between the independent and dependent variables.

The coefficient of determination of 0.642, or 64.2%, confirms that work-life balance and workload together explain 64.2% of the variation in employees' *turnover intentions*. Other factors outside the scope of this study account for the remaining 35.8%.

The F-test yielded a calculated F-value of 61.898, which exceeds the critical F-value of 3.130 ($61.898 > 3.130$) with a significance level of 0.000 ($0.000 < 0.05$). This data analysis formally rejects H_{03} and confirms H_{a3} , thereby proving the simultaneous significant influence of *work-life balance* and workload on employees' *turnover intention*.

This study confirms that multiple factors collectively drive the dynamics of employee *turnover intention* through the integration of the *work-life balance* and workload variables. Organizational management must prioritize the personal well-being of staff while allocating tasks fairly to effectively minimize the potential for employee resignations.

4. Conclusion

In the conclusion section of the study, the author outlines the findings, the study's limitations, and recommendations based on the field research findings and the discussion conducted in the study of PT XYZ employees regarding the contribution of *Work-Life Balance* (X_1) and Workload (X_2) to Employee *Turnover Intention* (Y), namely: 1). *Work-life balance* contributes to employees' *turnover intention* through the simple linear regression formula $Y = 7.970 + 0.665X_1$. A correlation coefficient of 0.773 indicates a strong relationship. The coefficient of determination of 59.8% indicates that employee *turnover intention* is influenced by *work-life balance* by 59.8%, while the remaining 40.2% is determined by other factors not examined in this study. This finding is supported by the t-test, where the calculated t-score is greater than the critical t-value ($10.194 > 1.994$), and is further confirmed by a p-value less than 0.05 ($0.000 < 0.05$). Therefore, H_{01} is rejected and H_{a1} is accepted. 2). Workload has a positive effect on employees' *turnover intention*, as shown by the simple linear regression formula $Y = 7.779 + 0.567X_2$. A correlation coefficient of 0.681 indicates a strong relationship. The coefficient of determination of 0.464 indicates that workload explains 46.4% of the variation in employees' turnover intention, while the remaining 53.6% is explained by other factors not examined in this study. This finding is supported by the t-test, where the calculated t-score is greater than the critical t-value ($7.779 > 1.994$), and is further confirmed by a p-value less than 0.05 ($0.000 < 0.05$). Therefore, H_{02} is rejected and H_{a2} is accepted. 3). The findings of the study on the combined effects of *work-life balance* and workload on employees' *turnover intention* are illustrated by the multiple linear regression formula $Y = 10.895 + 0.496X_1 + 0.240X_2$. A correlation coefficient of 0.801 indicates a strong relationship, and a coefficient of determination of 64.2% means that employee *turnover intention* is influenced by *work-life balance* and workload to the extent of 64.2%. This finding is supported by the F-test results, where the calculated F-value (61.898) is greater than the critical F-value (3.130), and is further confirmed by a p-value of 0.000, which is less than 0.05. Therefore, H_{03} is rejected and H_{a3} is accepted.

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