WORK-LIFE BALANCE AND TURNOVER INTENTION: A PLS-SEM APPROACH

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ABSTRACT

This study examines the effects of Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work-Personal Life Enhancement (WPLE) on turnover intention. A quantitative research design was employed using a survey method involving 90 employees of the public service. Data were collected through structured questionnaires and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The findings revealed that both Work Interference with Personal Life (WIPL) and Personal Life Interference with Work (PLIW) have positive and significant effects on turnover intention, suggesting that higher levels of work-life conflict increase employees' intention to leave the organization. In contrast, Work-Personal Life Enhancement (WPLE) demonstrates a negative but insignificant effect on turnover intention, indicating that enrichment between work and personal life has not yet played a substantial role in reducing employees' intention to quit. These results highlight the importance of managing bidirectional work-life conflict through organizational policies and managerial practices aimed at improving work-life balance.

Keywords: Work-life balance, Personal life, Turnover intention, Work-family conflict

1. INTRODUCTION

Human resources (HR) represent a strategic asset in both public and private sector organizations for achieving organizational goals. In the era of Industry 4.0 and globalization, high-quality human resources are increasingly critical for organizational success and competitiveness. Consequently, HR management practices must continuously adapt to technological advancement and the growing complexity of the work environment to ensure both employee productivity and well-being. One of the central issues in contemporary human resource management is how organizations support employees in maintaining a balance between their work and personal lives (Afnisya'id & Aulia, 2021).

Work-life balance (WLB) refers to an individual's ability to effectively manage the demands of work alongside personal, family, and social responsibilities (Delecta, 2011). However, work-life imbalance has become increasingly prevalent across many occupational sectors. A global survey conducted by Owl Labs (2020) reported that 78% of employees would consider changing jobs in order to obtain greater work flexibility and improved work-life balance. In Indonesia, a large-scale survey involving approximately 90,000 respondents found that 43% of workers consider work-life balance to be a primary factor in job selection (JobStreet, 2020). These findings indicate that work-life balance has evolved from a supplementary benefit into a core employment consideration.

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Prior studies identify several determinants of work-life balance, including workload, organizational and supervisor support, flexible working arrangements, marital status, and family responsibilities (Haar et al., 2014). Work-life balance is also consistently linked to turnover intention and other critical organizational outcomes. Poor work-life balance has been associated with higher turnover intention, increased recruitment costs, loss of high-quality talent, and organizational instability (Hafid & Prasetio, 2017; Kim & Lee, 2009). Employees who experience difficulty managing work and personal roles are more likely to report stress, emotional exhaustion, and reduced motivation. Conversely, better work-life balance is associated with higher job satisfaction, stronger organizational commitment, and improved retention (Greenhaus et al., 2012; Haar et al., 2014).

Work-life balance is frequently examined through the lens of work-family conflict, which has been shown to positively correlate with turnover intention (Anderson et al., 2002). Empirical evidence from multiple contexts, including healthcare settings, demonstrates that higher work-family conflict is associated with stronger intentions to leave employment (Yucel et al., 2023). Although prior research has extensively examined this relationship in private sector and professional settings such as education and healthcare, empirical studies focusing on government institutions, particularly in Indonesia, remain relatively limited (Aman et al., 2024).

In the public service sector, employee performance is a critical determinant of service quality and organizational effectiveness. Government employees frequently face high workloads, extended working hours, administrative pressures, and audit-related stress, which may negatively affect their work-life balance. Limited annual leave provisions and administrative demands may further constrain employees' opportunities for psychological and physical recovery. Such conditions may increase turnover intention and reduce employee well-being.

Based on these challenges, identifying organizational solutions to manage work-life dynamics is both theoretically and practically important. Accordingly, this study aims to examine the effects of work-life balance (its dimensions) on turnover intention among employees in the public sector. This study contributes to the human resource management literature by analyzing the multidimensional structure of work-life balance and its relationship with turnover intention within a government institutional context. Practically, the findings are expected to support government agencies in designing policies that enhance employee well-being, reduce turnover risk, and ultimately improve organizational performance and public service quality.

2. LITERATURE REVIEW

2.1 Turnover Intention

Turnover intention is an interesting discussion; many studies have mentioned that turnover intention is proven to be related to one's career commitment (Edmondson & Boyer, 2013). Turnover

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intention. High employee turnover will negatively impact the company; therefore, organizational managers need to consider and avoid it (Hayward et al., 2016)

Turnover intention is defined as the deliberate and conscious desire that employees feel to leave their organization or work (Mobley et al., 1978. Turnover intention is also defined as "a deliberate and conscious desire to leave the organization" (Tem & Meyer, 1993). By examining employee turnover intentions, companies or organizations can evaluate how well and maximally the human resource management policies they implement, and at the same time find employees who plan to leave the company (Moynihan & Landuyt, 2008).

In the work environment, there are several things that cause an increase in employee turnover in the company, such as inconsistent or poor communication between staff members, organizational politics, and the attitude of colleagues, including other staff members and superiors at all levels. In addition, employees who experience emotional fatigue caused by stress and excessive workload at work will also increase their turnover intention (Moore, 2000; Kim & Lee, 2009).

2.2 Work-Life Balance

Work-life balance (WLB) is defined as a balance between the demands of one's work and personal life, where one can manage one's time, energy, and commitment to both aspects in a balanced manner. This does not mean an equal division of time between the two, but the ability of a person to do so without experiencing significant conflict between the two (Greenhaus et al., 2012; Frone, 2003). Work-life balance can help workers feel better about their health and reduce the stress they experience at work (Fisher et al., 2009).

2.2.1 Work Interference Personal Life (WIPL)

Work Interference Personal Life (WIPL) is the dimension of work-life balance that concerns the degree to which one's job might encroach upon their individual sphere, illustrating how professional responsibilities might hinder an individual's capacity to allocate time for their private affairs. For example, work can make it difficult for a person to make time for his or her personal life. Work Interference Personal Life (WIPL) is defined as the degree to which work can interfere with personal lives. It can pose a challenge for someone to effectively allocate their time between their individual activities and professional duties. Consider the scenario where a staff member is obligated to put in extra hours at their job due to an objective that needs to be achieved. The employee spends more time at work than at home. This dimension discusses how far work can interfere with a person's personal life. For example, work can make it difficult for a person to manage time for their personal life (Fisher et al., 2009)

Work Interference Personal Life (WIPL), also called Work to Family Conflict (WFC) (Hayman, 2005). Work-family conflict can be defined as a role conflict that occurs because work and household affairs are not compatible or not harmonized (Apperson et al., 2002). Work to-Family Conflict is caused by the mutual pressure of the inappropriate domain of work and family. Because of

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this mismatch, it becomes more difficult to participate in one role within another. Two responsibilities must be fulfilled: responsibilities at home and at work. Conflict arises when both things cannot be done properly (Greenhaus & Beutell, 1985).

Previous research has found that Work Interference Personal Life (WIPL) has a significant effect on turnover intention; the higher the work interference with personal life, the higher the employee's intention to quit their job. Other research has also found that (Kaur & Randhawa, 2021). Work Interference Personal Life (WIPL) has a positive and significant effect on turnover intention of employees, which means that the greater the disruption to the personal life felt by an employee, the greater the likelihood of the employee's intention to quit their job (Gautam et al., 2025).

H1: Work interference with personal life (WIPL) affects turnover intention

2.2.2 Personal Life Interference Work (PLIW)

Personal Life Interference with Work (PLIW) is a dimension of work-life balance that refers to the extent to which a person's personal life interferes with their work life, referred to as personal life interference with work. For example, if a person is having problems in their personal life, this can interfere with their performance at work (Fisher et al., 2009)

This dimension discusses the extent to which an employee's personal life can interfere with their work. For example, if an employee has problems in his personal life, such as family, economic, and other issues. This can interfere with their performance at work (Greenhaus & Beutell, 1985). Personal Life Interference Work (PLIW) is defined as how a person's personal life, such as family and leisure, negatively or positively impacts their work life (Onwuamaegbu & Agbor, 2023).

Personal Life Interference Work (PLIW) is also called the Family to-Work Conflict (FWC) (Hayman, 2005). Family-to-Work Conflict (FWC) refers to the obligation to share attention to the family, time commitments, and the performance of roles and responsibilities related to the workplace (Majekodunmi, 2017). Family-to-Work Conflict (FWC) is common for adult workers. For example, an employee is late for work because he has to take his child to daycare. Similarly, an employee who has to take time off to care for his sick child cannot complete his project on time. Conflicts caused by demands from the family domain that limit a person's ability to fulfill tasks in the workplace are known as Family to-Work Conflict (FWC) (Bagger & Li, 2012).

Previous research found that Personal Life Interference Work (PLIW) has a positive and significant influence on turnover intention, which significantly also affects job satisfaction as a mediation. This shows that personal life that interferes with employees' work tends to reduce employee job satisfaction, and causes employees to quit their jobs. (Gautam et al., 2025).

H2: Personal Life Interference Work (PLIW) affects Turnover intention

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2.2.3 Work-Personal Life Enchancement (WPLE)

Work-Personal Life Enhancement (WPLE) refers to how much work can improve a person's quality of life personally or vice versa. For example, the skills a person acquires while working allow them to use those skills in their daily lives (Wicaksana et al., 2020).

Work-Personal Life Enchancement (WPLE) is about creating a balance between personal and work activities so that no one has problems (Onwuamaegbu & Agbor, 2023). Work-Personal Life Enhancement (WPLE) shows that personal life and work influence each other and positively impact each other. One example is when a person becomes more confident at work because their personal life is fun (Ratna Sari et al., 2023).

Work-Personal Life Enchancement (WPLE) is also called Work-Family Facilitation (WFF) (Hayman, 2005). and refers to the relationship between work and family. Family activities are easier to do through knowledge, skills, and emotional satisfaction resulting from work. Workplace experiences, opportunities, and skills provided by work and family facilitation improve home life.

Previous research has found that Work-Personal Life Enhancement (WPLE) has an impact on employee turnover intention. When work has a positive impact and benefits on personal life, such as job satisfaction and emotional bonding, employees will feel less likely to want to leave their job (Kaur & Randhawa, 2021).

H3: Work-Personal Life Enhancement (WPLE) affects Turnover intention

3. METHODOLOGY

3.1 Research Design

This study adopts a quantitative, explanatory research design to examine the relationships between work–life balance dimensions and turnover intention. A quantitative approach was selected because it enables objective measurement of variables and hypothesis testing using statistical procedures. The study is designed to test the causal relationships among constructs based on a theory-driven research model and to generate generalizable empirical findings.

3.2 Data and Sample

This study targeted employees within a public sector organization. A total of 90 respondents were included in the final sample. Purposive sampling was applied to select participants who met predefined eligibility criteria. Only active civil servants currently working in the organization were included to ensure contextual relevance and sufficient familiarity with the work environment. This approach supports the validity and reliability of responses related to the study variables.

3.3 Measurement

This study consists of two main constructs: work-life balance and its dimensions as the independent variables, and turnover intention as the dependent variable. Work-life balance (Work Interference Personal Life, Work-Personal Life Enhancement) was measured using the scale developed

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by Fisher et al. (2009). Work Interference Personal Life (WIPL)which consisted 5 items, such as "neglect of personal needs, and "suffering in personal life". Personal Life Intereference Work consists of 5 items, for example "personal life drains energy" and "work is disrupted" . The Work-Personal Life Enhancement (WPLE) is measured using the scale developed by Fisher et al., (2009) and Hayman, (2005) . Its consist 4 items, examples of statements used are "personal life provides energy" or "work provides energy". Turnover intention measured by concepts developed by Mitchel, (1981) and Asghar et al., (2021). Its consist 4 items, examples of statements used are "often thinking to quit" and "looking for a better job.

3.4 Data Analysis

This study applies Partial Least Squares Structural Equation Modeling (PLS-SEM) for data analysis. The procedure involves assessment of the measurement model (outer model), including validity and reliability, and evaluation of the structural model (inner model), including R^2, effect size (f^2), predictive relevance (Q^2), and hypothesis testing of the proposed theoretical paths (Hair et al., 2019).

The outer model (measurement model) assessment includes three main criteria: convergent validity, discriminant validity, and internal consistency reliability. Convergent validity is evaluated using indicator loadings and Average Variance Extracted (AVE). Indicator loadings should exceed 0.70, and AVE values should be greater than 0.50, indicating that the construct explains more than half of the variance of its indicators (Hair et al., 2019).

Discriminant validity is assessed to ensure that each construct is empirically distinct from other constructs in the model. In SmartPLS, discriminant validity can be evaluated using several approaches, including the Heterotrait-Monotrait ratio (HTMT), the Fornell-Larcker criterion, and cross-loadings. The HTMT value should generally be below 0.90. The Fornell-Larcker criterion requires that the square root of the AVE of each construct should be greater than its correlations with other constructs. Cross-loading assessment requires that each indicator loads higher on its associated construct than on any other construct (Hair et al., 2019). Internal consistency reliability is evaluated using Composite Reliability (CR) and Cronbach's alpha. Values above 0.70 indicate acceptable reliability and demonstrate that the indicators consistently measure the underlying construct (Hair et al., 2021).

The structural model (inner model) is evaluated using several indicators, including the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and model fit indices. The R^2 value indicates the proportion of variance in the endogenous construct explained by the exogenous constructs. According to Chin (1998), R^2 values of 0.67, 0.33, and 0.19 can be interpreted as substantial, moderate, and weak explanatory power, respectively. Effect size (f^2) is used to assess the contribution of each exogenous construct to the R^2 value of an endogenous construct. Values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively (Cohen, 1998). Predictive relevance (Q^2) is

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assessed using the blindfolding procedure. A Q^2 value greater than zero indicates that the structural model has predictive relevance for a particular endogenous construct.

Model fit can also be evaluated using the Standardized Root Mean Square Residual (SRMR). An SRMR value below 0.08 indicates a good model fit. Values between 0.08 and 0.10 may still be considered acceptable in certain research contexts, whereas values above 0.10 indicate poor model fit and a substantial discrepancy between the model and the observed data (Hair et al., 2017).

4. RESULTS AND DISCUSSION

4.1 Profile respondent

The respondent profile indicates that the majority of participants were female (63%), married (87%), and had more than 20 years of tenure (41%). Most respondents were aged between 45 and 51 years (38%), indicating a relatively senior workforce composition.

Table 1 profile respondent

Variable	Category	Frequency	Percentage (%)
Gender	Male	30	37%
	Female	50	63%
Age	20–27 years	8	10%
	27–33 years	7	9%
	33–39 years	2	2%
	39–45 years	12	15%
	45–51 years	30	38%
	> 51 years	21	26%
Marital Status	Married	70	87%
	Unmarried	10	13%
Tenure	1–5 years	13	17%
	6–10 years	4	5%
	11–15 years	9	11%
	15–20 years	21	26%
	> 20 years	33	41%

4.2 Measurement Assessment (Outer Model)

The outer (measurement) model was assessed through tests of convergent validity, discriminant validity, and internal consistency reliability. The convergent validity results show that all indicator loadings exceed 0.60 and AVE values are above 0.50, satisfying the recommended thresholds. Cronbach's alpha and composite reliability values for all constructs are greater than 0.70, indicating

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Table 2: Convergent validity

Variabel (construct)	Measurement	Outer loading	Cronbach alpha	Composite reliability	AVE
Personal life interference work	PLIW1	0,769	0,856	0,896	0,634
	PLIW2	0,819			
	PLIW3	0,820			
	PLIW4	0,761			
	PLIW5	0,811			
Work interference with personal life	WIPL1	0,716	0,807	0,872	0,631
	WIPL2	0,874			
	WIPL3	0,753			
	WIPL5	0,826			
Work personal life enhancement	WPLE1	0,829	0,887	0,921	0,746
	WPLE2	0,871			
	WPLE3	0,857			
	WPLE5	0,917			
Turnover intention	TI1	0,880	0,900	0,925	0,755
	TI2	0,856			
	TI3	0,892			
	TI4	0,825			

good internal consistency. These findings confirm adequate convergent validity and reliability, allowing further assessment of discriminant validity. As shown in Table 2, all constructs meet the AVE criterion. Cronbach's alpha values range from 0.807 to 0.900, and composite reliability values range from 0.872 to 0.925 across all constructs, exceeding the recommended threshold of 0.70. These results

Table 3 Discriminant validity

Variabel	PLIW	TI	WIPL	WPLE
PLIW	**0,796**[a]	0,569[b]	0,410	0,147
TI	0,523	**0,864**	0,565	0,184
WIPL	0,335	0,496	**0,794**	0,230
WPLE	0,004	-0,206	-0,213	**0,869**

Note: a Fornell Larcker, b HTMT

Discriminant validity was assessed using the Fornell–Larcker criterion and the Heterotrait–Monotrait ratio (HTMT). The Fornell–Larcker criterion requires that the square root of the Average Variance Extracted (AVE) for each construct be greater than its correlations with all other constructs in the model (Hair et al., 2019). Based on the test results, this requirement is satisfied, as the square root of AVE values (shown on the diagonal in bold in Table X) exceeds the inter-construct correlation values. This indicates that each construct is empirically distinct from the others and that discriminant validity is established.

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In addition, discriminant validity was evaluated using the HTMT ratio, which measures the ratio of between-construct correlations to within-construct correlations. Excessively high HTMT values indicate a lack of discriminant validity. A threshold value of 0.85 is generally recommended, although a more liberal cutoff of 0.90 may be accepted when constructs are conceptually similar (Hair et al., 2019). The HTMT results in this study fall below the recommended threshold, further confirming adequate discriminant validity.

4.3 Measurement Assessment (Inner Model)

The structural model was evaluated to assess the strength of the relationships among the latent variables in the model. The evaluation includes the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and model fit indices.

The R^2 value for Turnover Intention is 0.408, indicating that Work Interference with Personal Life, Personal Life Interference with Work, and Work-Personal Life Enhancement jointly explain 40.8% of the variance in turnover intention. According to established guidelines, this value can be classified as moderate explanatory power.

The effect size (f^2) results show that Work Interference with Personal Life ($f^2 = 0.255$) and Personal Life Interference with Work ($f^2 = 0.152$) have moderate effects on turnover intention. In contrast, Work–Personal Life Enhancement demonstrates a small effect ($f^2 = 0.031$).

Furthermore, the predictive relevance value (Q^2) for Turnover Intention is 0.312, which is greater than zero, indicating that the structural model has adequate predictive relevance and acceptable predictive accuracy.

The SRMR value of 0.095 indicates an acceptable model fit, as it falls within the 0.08–0.10 range considered tolerable in PLS-SEM, although it does not meet the stricter criterion for a good fit (< 0.08) (Hair et al., 2017).

Table 4: Direct Effect

	B	***T statistics***	***P values***
Work interferennce personal life -> turnover intention	0.414	4.182	0.000
*Personal life interference with work->*turnover intention	0.327	3.267	0.001
Work personal life enchanment -> turnover intention	-0.140	1.331	0.093

Direct hypothesis testing indicates that Work Interference with Personal Life (WIPL) has a positive and significant effect on turnover intention, as evidenced by a T-statistic of 4.182 (> 1.96), a p-value of 0.000 (< 0.05), and a path coefficient of 0.414. This result suggests that higher levels of work interference with personal life are associated with increased turnover intention.

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Similarly, Personal Life Interference with Work (PLIW) also shows a positive and significant effect on turnover intention, with a T-statistic of 3.267 (> 1.96), a p-value of 0.001 (< 0.05), and a path coefficient of 0.327. This indicates that greater interference from personal life into work increases employees' intention to leave the organization.

In contrast, Work–Personal Life Enhancement (WPLE) demonstrates a negative but statistically insignificant effect on turnover intention, with a T-statistic of 1.331 (< 1.96), a p-value of 0.093 (> 0.05), and a path coefficient of −0.140. This suggests that although enhancement tends to reduce turnover intention, the effect is not statistically supported.

4.4 Discussion

This study examines the effect of work–life balance dimensions on turnover intention among employees in public service organizations. The findings confirm that work-life conflict in both directions, work interference with personal life (WIPL) and personal life interference with work (PLIW), significantly increases turnover intention, while work-personal life enhancement (WPLE) shows a negative but statistically insignificant effect.

The significant positive effect of WIPL indicates that when job demands intrude into employees' personal lives, employees are more likely to develop intentions to leave the organization. Excessive workload, time pressure, and role overload reduce employees' ability to fulfill personal responsibilities, thereby increasing psychological strain and withdrawal cognitions. This finding supports role conflict theory and aligns with prior studies showing that work-family conflict increases job dissatisfaction and intention to quit (Anderson et al., 2002; Bhayo et al., 2017).

Similarly, PLIW also has a positive and significant effect on turnover intention, confirming that conflict originating from personal domains, such as family responsibilities and personal pressures, disrupts work functioning and contributes to employees' desire to leave. This supports the bidirectional work-life conflict framework and is consistent with earlier findings (Gächter et al., 2013; Netemeyer et al., 1996). The result indicates that turnover intention is shaped not only by organizational pressures but also by employees' inability to maintain cross-domain balance.

In contrast, WPLE shows a negative but insignificant relationship with turnover intention. Although the direction is theoretically consistent with enrichment theory, where positive spillover between work and personal life enhances well-being, the lack of statistical significance suggests that enrichment effects alone are not strong enough to substantially reduce turnover intention in this context. In structured public service environments, conflict pressures may outweigh enrichment benefits. This partially supports prior research (Haar et al., 2014) while indicating that enrichment may function more as a supporting factor than a primary predictor.

Overall, the findings are consistent with prior literature showing that work-life balance dimensions influence turnover intention (Aman et al., 2024), but add nuance by demonstrating that conflict dimensions are more dominant predictors than enhancement dimensions in public sector settings.

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4.5 Research Implication

This study offers several theoretical contributions to the work–life balance and turnover intention literature. First, it strengthens the multidimensional view of work-life balance by empirically demonstrating that directional conflict dimensions (WIPL and PLIW) have distinct and significant predictive effects on turnover intention. This supports role conflict and work-family conflict theories that emphasize cross-domain incompatibility as a key driver of employee withdrawal.

Second, the results show that negative spillover effects are more influential than positive spillover effects in predicting turnover intention. The insignificant effect of WPLE suggests that enrichment mechanisms may not operate as primary predictors in turnover models but may instead function as complementary or moderating variables. This refines enrichment theory by identifying boundary conditions in institutional contexts.

Third, the study contributes empirical evidence from a public service organizational context, which is less represented in prior research dominated by private-sector samples. This suggests that sectoral structure and bureaucratic work characteristics may shape the relative strength of conflict versus enrichment effects. Fourth, the findings support modeling work–life balance as separate dimensions rather than a single aggregate construct, as each dimension demonstrates different predictive behavior.

Practically, the findings provide important guidance for HR leaders and policymakers in public service organizations. Because both WIPL and PLIW significantly increase turnover intention, organizations should prioritize work-life conflict reduction strategies. Key actions include workload control, realistic performance targets, flexible scheduling, and limits on after-hours work expectations. Conflict prevention should become a central component of employee retention strategy.

Supervisory capability is also critical. Organizations should develop family-supportive and employee-supportive leadership practices so managers can better recognize and respond to employee boundary stress. Since personal life pressures also affect turnover intention, institutions should provide supportive mechanisms such as flexible leave arrangements, employee assistance programs, and psychosocial support services. These policies help employees manage personal demands without disengaging from work. The insignificant effect of WPLE indicates that enrichment-oriented programs alone, such as general engagement or well-being campaigns, are insufficient to reduce turnover intention unless conflict sources are addressed first. Therefore, HR strategy should follow a conflict-reduction-first, enrichment-support-second approach. Organizations are also encouraged to integrate work–life balance indicators into HR monitoring systems to detect early signs of withdrawal risk and implement targeted retention interventions.

4.6 Limitations and Future Research Directions

This study has several limitations that should be acknowledged when interpreting the findings. First, the study employed a cross-sectional research design, which limits the ability to draw causal inferences between work-life balance dimensions and turnover intention. Although the structural

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relationships are statistically supported, longitudinal research designs would provide stronger evidence regarding causal direction and dynamic changes over time. Second, the data were collected using self-reported questionnaires, which may introduce common method bias and subjective response tendencies. Employees' perceptions of work-life balance and turnover intention may be influenced by temporary emotional states or social desirability factors. Future studies are encouraged to combine multiple data sources, such as supervisor assessments, HR records, or time-based workload indicators, to strengthen measurement robustness.

Third, the study focuses on employees in a public service organizational context. While this provides an important contextual contribution, it may limit generalizability to private-sector or hybrid organizational settings. Differences in organizational structure, flexibility, reward systems, and performance pressures may produce different patterns of relationships. Future research should conduct cross-sector comparative studies to examine the boundary conditions of the model. Fourth, the model explains a moderate portion of turnover intention variance, indicating that additional variables may further enhance explanatory power. Future research is recommended to incorporate complementary constructs such as perceived organizational support, leadership style, job satisfaction, burnout, psychological well-being, and employee engagement as mediators or moderators.

Fifth, the insignificant effect of work-personal life enhancement suggests the need for deeper model development. Future studies may test enhancement as a moderating or mediating variable rather than a direct predictor, and also examine whether enrichment effects operate indirectly through job satisfaction or organizational commitment. Finally, future research is encouraged to expand sample size and apply multi-group analysis to test differences across demographic characteristics such as age, tenure, gender, and family status, as these factors may influence how work–life balance dimensions affect turnover intention**.**

5. CONCLUSION

This study investigated the relationship between the dimensions of work-life balance and turnover intention among employees in a public service organization. The findings indicate that reducing cross-domain conflict is more critical than relying solely on enrichment initiatives in lowering turnover intention. The study reinforces the importance of a multidimensional work-life balance framework and highlights the dominant role of conflict mechanisms in employee withdrawal decisions.

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