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The Influence of Work Life Balance, Work Motivation, and Compensation on Turnover Intention (A Study at PT. Skor ID, Jakarta Selatan)

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ABSTRACT

This study aims to analyze the influence of work-life balance, job motivation, and compensation on turnover intention at PT. Skor ID, South Jakarta. Turnover intention is a significant issue that negatively impacts organizational stability and productivity. The population in this study consists of 55 permanent employees, and the entire population was used as the sample through a saturated sampling technique. The research employs a quantitative approach, with data collected through surveys distributed to the company's permanent staff. The data was analyzed using the SEM-PLS method. The independent variables in this study are work-life balance, employee motivation, and compensation, while the dependent variable is turnover intention. The results of the study show that work-life balance, job motivation, and compensation have a negative and significant effect on turnover intention at PT. Skor ID, South Jakarta.

Keywords: Work Life Balance; Work Motivation; Compensation; Turnover Intention.

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INTRODUCTION

Human resources are a very important factor that must be possessed and managed optimally. Companies even consider human resources as assets that play a crucial role in the success of the organization, because fundamentally, humans are the ones who operate the resources owned by the company itself (Eri Marlapa & Sri Anah, 2022). Companies are constantly faced with competition, and to deal with such competition, they must have a competitive advantage, which depends on the quality of their human resources. Therefore, managing human resources becomes a key factor in increasing competitiveness and ensuring the company's success. Poor human resource management can have both direct and indirect impacts on the company. One of the consequences is the high rate of employees who intend to leave their jobs (turnover intention), which may eventually lead to actual resignation. Turnover intention can cause significant losses to the company as it must bear higher operational costs. However, the imbalance between work life and personal life has led to an increase in turnover rates within the company, as reflected in the employee data of PT Skor ID from 2020 to 2023.

Table 1. Employee Turnover at PT. Skor ID (2020–2023)

Year	Number of Employees at the Beginning of the Year	Number of Employees Leaving	Number of Employees Hired	Number of Employees at the End of the Year	Turnover Percentage
2020	67	8	5	64	12,3%
2021	64	7	5	62	11,2%
2022	62	9	6	59	15,1%
2023	59	7	3	55	12,5%

Source: PT. Skor ID (2023)

Based on Table 1.1, it can be concluded that the employee turnover rate in 2022 was the highest at 15.1%, while in 2021 it was the lowest at 11.2%. This indicates that the turnover rate at PT. Skor ID is relatively high and could have a negative impact on the company if not managed wisely. According to Gillis (1994) as cited in Utama & Basri (2023), Employee turnover intention is considered normal if it ranges between 5%–10% per year, and relatively high if it exceeds 10% per year.

To retain employees, many companies and human resource managers implement policies such as increasing salaries or providing allowances. However, many employees still leave their jobs for non-financial reasons. According to Kerdpitak & Jermstittiparsert in Ariyani et al. (2022), turnover intention is defined as the degree of an individual's tendency or intention to consider leaving or resigning from an organization within a certain period, voluntarily, for specific reasons.

Employee turnover intention in a company is influenced by many factors, one of which is work–life balance. According to Achmad Samy Zamzamy et al. (2021), the balance between work and personal life (work–life balance) has an influence on turnover intention. Work–life balance refers to an individual's ability to balance job demands with personal and family needs. It is important to maintain this balance properly, even when facing heavy work demands and responsibilities both inside and outside the organization.

However, having a high level of work–life balance does not necessarily mean that employees will have a low or no turnover intention. Therefore, it is essential for companies to pay attention

to the balance between employees' work and personal lives in order to reduce the occurrence of turnover intention (Geofanny et al., 2022).

Employee motivation also plays an important role in influencing turnover intention. Motivated employees are more likely to be engaged, satisfied, and committed to their jobs and the organization (Efitriana & Liana, 2022). In industries where creativity and innovation are essential, employee motivation becomes even more crucial.

This study specifically focuses on direct compensation, which includes base salary, bonuses, and other financial incentives. Indirect compensation aspects such as health benefits, retirement programs, and work facilities will not be the focus of this research.

Furthermore, according to Priharto (2020) in Susila et al. (2023), compensation refers to all rewards received by employees after performing their duties and responsibilities. According to Hasibuan (2021), compensation is one of the incomes received by employees as remuneration or return given by the company, either directly or indirectly, in the form of money. Direct compensation includes wages, salaries, incentives, commissions, and bonuses.

LITERATURE REVIEW

Human Resource Management

According to Machfudz in Nurhasnah (2024), the definition of Human Resource Management (HRM) can vary depending on the perspective of different experts. Some scholars emphasize HRM as a set of activities involving employees or the workforce, while others focus more on its strategic importance and the continuous process of managing human resources (Machfudz, 2022 in Nurhasnah, 2024).

Turnover Intention

According to Kartono (2017), turnover intention refers to an employee's desire to voluntarily leave an organization and actively search for a new job. Meanwhile, Robbins and Judge in Robi (2019) define turnover intention as the tendency or likelihood of an employee to leave the company, either voluntarily or involuntarily, due to dissatisfaction with their current job or the availability of better alternatives elsewhere.

Hasyim & Ayu Jayantika (2021) state that turnover intention can be measured through three dimensions:

1. Thinking of Quitting — reflects the individual's thoughts about leaving or staying in their current job.
 1. Thinking about leaving the company
 2. Job dissatisfaction
2. Intention to Search for Alternatives — reflects the individual's willingness to look for other job opportunities in different organizations.
 1. Desire to leave if a better opportunity arises
 2. Willingness to ask friends about job opportunities elsewhere
3. Intention to Quit — reflects the individual's actual intention to leave once a better opportunity is available, which may end with a decision to stay or resign.
 1. Desire to leave the company in the near future
 2. Desire to resign from the current job

Work–Life Balance

Work–life balance refers to an individual’s ability to balance job demands with personal and family needs. A good work–life balance can be achieved when a person is able to fulfill all responsibilities at work and at home without sacrificing physical and mental health (Anugrah & Priyambodo, 2021).

According to Indra & Rialmi (2022), maintaining a good work–life balance benefits employees, companies, and society. For employees, it increases job satisfaction, productivity, and both physical and mental well-being.

Pratama & Setiadi (2021) describe the dimensions and indicators of work–life balance as follows:

1. Work Interference with Personal Life — occurs when job responsibilities interfere with personal life.
 1. Able to manage time between work and family life
 2. Able to separate personal issues from work
2. Personal Life Interference with Work — occurs when personal matters affect work performance.
 1. Able to handle workplace pressure well
 2. Able to accept workplace criticism constructively
3. Work Life Enhancement — refers to efforts to improve the quality of life and well-being at work and in personal life.
 1. Work brings happiness to life
 2. Work makes life feel more peaceful
4. Personal Life Enhancement — refers to efforts to improve personal life quality outside of work.
 1. Personal life provides motivation to work
 2. Able to spend personal time effectively

Work Motivation

According to Robbins in Nour Halisa et al. (2023), work motivation can be defined as an individual’s attitude toward their job that results in job satisfaction. Sidanti (2015) in Jufrizen (2021) defines work motivation as an internal condition that drives individuals to engage in certain activities to achieve specific goals. Stanford, as cited in Mangkunegara (2015:93), describes motivation as a condition that drives humans toward a particular goal.

The dimensions and indicators of work motivation based on Maslow’s Hierarchy of Needs Theory (Mangkunegara, 2017 in Rafi Muhammad Farhan & Kis Indriyaningrum, 2023) are as follows:

1. Physiological Needs — indicators: salary/income and rest time.
2. Safety Needs — indicators: safety tools, health insurance, and accident insurance.
3. Belongingness Needs — indicators: relationships and cooperation among coworkers.
4. Esteem Needs — indicators: supervisor’s praise and recognition for achievement.

Compensation

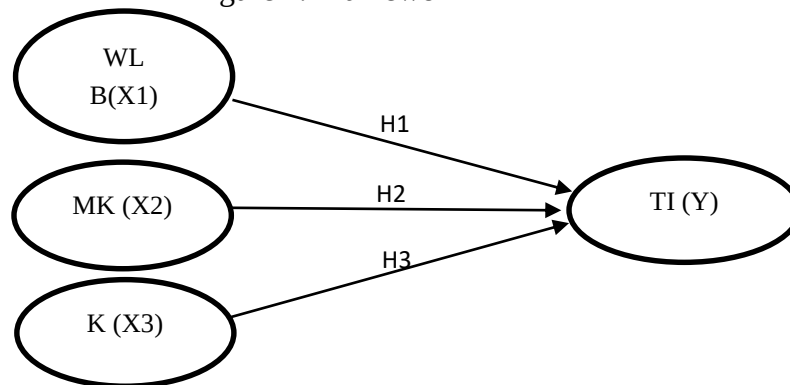
According to Soetjipto & Supriyanto (2020) in Iqlima Nurul Fitrah (2024), compensation refers to everything employees receive in return for their work. Meanwhile, Oktari & Suhardi (2021) in Patong Poma Hadun & Hikmah Perkasa (2024) define compensation as a fair and appropriate

reward, either direct or indirect, financial or non-financial, given to employees as appreciation for their contributions toward achieving company goals.

According to Hasibuan (2015) in Winata (2021), the dimensions and indicators of compensation are as follows:

1. Direct Compensation
 1. Salary
 2. Incentives
 3. Bonus
2. Indirect Compensation
 1. Allowances
 2. Facilities
 3. Retirement programs

Figure 1. Framework



Hypotheses

H1: Work–Life Balance has a negative and significant effect on Turnover Intention.

H2: Work Motivation has a negative and significant effect on Turnover Intention.

H3: Compensation has a negative and significant effect on Turnover Intention.

METHOD

Research Design

According to Sugiyono (2017), a causal associative study aims to identify the relationship between two or more variables. The research design outlines the procedures and methods used to collect and analyze data to determine the variables being studied.

Measurement Scale

Based on Sugiyono (2014), an ordinal scale is used to measure attitudes, opinions, and perceptions of individuals or groups regarding social phenomena. This study uses a questionnaire with an ordinal measurement scale.

Population and Sample

According to Sugiyono (2019), a population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn. The population in this study consists of 55 permanent employees of PT. Skor ID South Jakarta.

The sampling technique used is saturated sampling, where all members of the population are included as the research sample (Sugiyono, 2015). This technique is appropriate when the population size is relatively small, or when researchers aim to minimize sampling errors.

Data Collection Method

Data were collected using questionnaires, which were distributed to respondents to obtain their responses to the research questions (Sugiyono, 2019). The questionnaire method was chosen because it allows efficient data collection from all participants.

Data Analysis Method

In quantitative research, data analysis is conducted after all responses are collected. The process includes classifying data by variable, presenting the data, calculating results to answer research questions, and testing the proposed hypotheses.

According to Sugiyono (2019), data accuracy reflects the extent to which collected data represent actual conditions. A validity test is used to assess whether the questionnaire items accurately measure the intended variables. This study employs SmartPLS 3.0 for validity testing, with the following criteria:

1. If P-value > 0.05, the item is valid.
2. If P-value < 0.05, the item is not valid.

RESULT AND DISCUSSION

Results

Measurement Model Testing (Outer Model)

Convergent Validity

The convergent validity test measures the correlation of each indicator with its respective construct using PLS analysis. According to Chin in Ghazali (2014), an indicator is considered to have good validity if its loading value exceeds 0.70, while a loading value between 0.50 and 0.60 is still acceptable. Indicators with loading values below 0.50 are removed from the model (Ghozali, 2014). Based on the results shown in Figure 4.1, all indicators meet the convergent validity criteria, as their loading factors are above 0.70.

Discriminant Validity

Discriminant validity testing aims to confirm that each latent variable is distinct from other constructs. An indicator is considered valid if it has the highest loading value on its intended construct compared to other constructs.

Table 2. The results of the discriminant validity test (cross-loading) are presented

	Compensation	Work Motivation	Turnover Intention	Work-Life Balance
K1	0.916	0.561	-0.605	0.638
K2	0.950	0.572	-0.613	0.648
K3	0.945	0.541	-0.576	0.635
K4	0.952	0.549	-0.574	0.623
K5	0.949	0.524	-0.547	0.610
K6	0.937	0.590	-0.675	0.679
MK1	0.525	0.954	-0.573	0.716
MK2	0.564	0.955	-0.587	0.720
MK3	0.593	0.947	-0.627	0.755

	Compensation	Work Motivation	Turnover Intention	Work-Life Balance
MK4	0.581	0.951	-0.646	0.724
MK5	0.515	0.955	-0.554	0.719
MK6	0.505	0.948	-0.554	0.739
MK7	0.512	0.961	-0.546	0.722
MK8	0.601	0.944	-0.601	0.756
MK9	0.649	0.942	-0.638	0.726
TI1	-0.653	-0.599	0.921	-0.658
TI2	-0.532	-0.483	0.896	-0.544
TI3	-0.597	-0.535	0.929	-0.574
TI4	-0.560	-0.578	0.925	-0.579
TI5	-0.530	-0.587	0.857	-0.532
TI6	-0.575	-0.596	0.889	-0.602
WLB1	0.667	0.757	-0.643	0.938
WLB2	0.653	0.709	-0.630	0.959
WLB3	0.659	0.699	-0.612	0.954
WLB4	0.651	0.729	-0.594	0.970
WLB5	0.606	0.745	-0.579	0.964
WLB6	0.658	0.750	-0.650	0.951
WLB7	0.666	0.751	-0.620	0.957
WLB8	0.640	0.742	-0.609	0.962

Source: Processed Data (2025)

Based on the results shown in the cross-loading table above, each indicator demonstrates a higher correlation with its respective latent variable compared to other latent variables. Therefore, it can be concluded that all indicators in the research model have met the criteria for discriminant validity.

1. Average Variance Extracted (AVE)

Table 3. Results of Average Variance Extracted (AVE) Validity Test

Average variance extracted (AVE)	
Compensation	0.887
Work Motivation	0.904
Turnover Intention	0.816
Work-Life Balance	0.915

Source: Processed Data (2025)

Based on the results in the Average Variance Extracted (AVE) table above, it can be seen that each research variable has an AVE value greater than 0.5. Therefore, it can be concluded that all variables in the research model meet the required validity criteria.

2. Fornell Lacker Criterion

Table 4. Results of Validitas Discriminant (Fornell Larcker Criterion)

	Compensation (X3)	Work Motivation (X2)	Turnover Intention (Y)	Work Life Balance (X1)
Compensation (X3)	0.942			
Work Motivation (X2)	0.592	0.951		
Turnover Intention (Y)	-0.639	-0.625	0.903	
Work Life Balance (X1)	0.680	0.769	-0.646	0.957

Source: Processed Data (2025)

From the table above, it can be concluded that the square root of the Average Variance Extracted ($\sqrt{\text{AVE}}$) for each construct is greater than the correlation between that construct and other constructs in the model. Based on the AVE values shown, it can be concluded that the constructs in the estimated model meet the criteria for discriminant validity.

3. Composite Reliability dan Cronbach Alpha

Composite reliability is a test used to measure the reliability of variable indicators. A variable is considered reliable or credible if its composite reliability value is greater than 0.7.

Table 5. Results of Reliability Composite & Cronbach's Alpha

	Composite reliability	Cornbach's Alpha	Description
Compensation (X3)	0.979	0.974	Reliable
Work Motivation (X2)	0.988	0.987	Reliable
Turnover Intention (Y)	0.964	0.955	Reliable
Work-Life Balance (X1)	0.989	0.987	Reliable

Based on Table 5 above, the results of the Composite Reliability and Cronbach's Alpha tests show that all latent variables have values of ≥ 0.70 , indicating good reliability. Therefore, it can be concluded that the questionnaire used as the research instrument is appropriate.

Results of the Structural Model Test (Inner Model)

The inner model test is the development of a concept- and theory-based model used to analyze the relationship between exogenous and endogenous variables that have been described in the conceptual framework.

1. R-Square Test

In this context, an R^2 value close to 1 indicates that the model has a strong predictive ability, while a value close to 0 suggests that the model's ability to explain the dependent variable is relatively weak (Ghozali, 2021).

Table 6. Results of R-Square

Endogenous Variable	R-square	R-square adjusted
Turnover Intention	0.518	0.489

Source: Processed Data (2025)

Based on the R-Square table above, it can be seen that the research model has an R-Square value for Turnover Intention of 0.518 (> 0.5). This indicates that the model has a moderate level of explanatory power. In other words, 51.8% of the variation in Turnover Intention can be explained by Work-Life Balance, Work Motivation, and Compensation, while the remaining 48.2% is influenced by other factors not included in this study.

2. F-Square

The F-Square measures the effect size of a latent variable on another latent variable. According to the guidelines, an F-Square value of 0.35 indicates a large effect, 0.15 indicates a medium effect, and 0.02 indicates a small effect.

Table 7. The Results of F-Square

	Compensation (X3)	Work Motivation (X2)	Turnover Intention (X3)	Work-Life Balance (X1)
Compensation (X3)			0.124	
Work Motivation (X2)			0.054	
Turnover Intention (Y)				
Work-Life Balance (X1)			0.033	

Source: Processed Data (2025)

The test results indicate that Compensation has an effect size of 0.124 on Turnover Intention (a small-to-moderate effect), suggesting a moderate contribution to employees' intention to leave. Work Motivation shows an effect size of 0.054 (small effect), while Work-Life Balance has an effect size of 0.033 (small effect), both indicating lower influence compared to Compensation.

3. Predictive Relevance

Pengujian goodness of fit model structural pada inner model menggunakan nilai predictive-relevance (Q²) Nilai Q – Square lebih besar dari 0 (nol) menunjukkan bahwa model mempunyai nilai predictive-relevance.

Table 7. Results of F-Square

	SSO	SSE	Q ² (=1-SSE/SSO)
Compensation (X3)	330.000	330.000	0.000
Work Motivation (X2)	495.000	495.000	0.000
Turnover Intention (Y)	330.000	194.086	0.412
Work-Life Balance (X1)	440.000	440.000	0.000

Source: Processed Data (2025)

The calculation results show a predictive relevance (Q²) value of 0.412, which is greater than 0. This indicates that 41.2% of the variation in Turnover Intention is explained by the variables used in the model. Therefore, the model is considered to have adequate predictive relevance.

4. Hypothesis Testing

The estimated values for the path relationships in the structural model must be significant. The significance level of the hypotheses can be determined using the bootstrapping procedure. The significance of each hypothesis is assessed by examining the path coefficient values and the T-statistics in the bootstrapping algorithm report. To determine whether the relationship is significant or not, the T-statistic value is compared with the T-table value at an alpha level of 0.05 (5%) = 1.645. If the T-statistic > 1.645, the relationship is considered significant; otherwise, it is not significant.

Table 8. Results of Hypothesis Testing

	Original sample	T statistic	P values	Description
Work-Life Balance -> Turnover Intention	-0.220	2.389	0.017	negatively affects
Work Motivation -> Turnover Intention	-0.256	2.987	0.003	negatively affects
Compensation -> Turnover Intention	-0.337	4.647	0.000	negatively affects

Based on the data above, the P-values obtained are below 0.05, which can be explained as follows:

- a. The first hypothesis states that Work-Life Balance has a negative effect on Turnover Intention. The test results in Table 4.18 show that the Work-Life Balance variable has a significance value of 0.017 and a beta value of -0.220. Since $0.017 < 0.05$, it can be concluded that Work-Life Balance has a negative effect on Turnover Intention, thus H1 is accepted.
- b. The second hypothesis states that Work Motivation has a negative effect on Turnover Intention. The test results in Table 4.18 show that the Work Motivation variable has a significance value of 0.003 and a beta value of -0.256. Since $0.003 < 0.05$, it can be concluded that Work Motivation has a negative effect on Turnover Intention, thus H2 is accepted.
- c. The third hypothesis states that Compensation has a negative effect on Turnover Intention. The test results in Table 4.18 show that the Compensation variable has a significance value of 0.000 and a beta value of -0.337. Since $0.000 < 0.05$, it can be concluded that Compensation has a negative effect on Turnover Intention, thus H3 is accepted.

Discussion

The Effect of Work-Life Balance on Employee Turnover Intention at PT. Skor ID

Based on the data analysis above, particularly the hypothesis testing, a p-value of 0.017 was obtained, which is less than 0.05. This result was generated using the Smart PLS program and indicates statistical significance. This means that Work-Life Balance has a significant effect on Employee Turnover Intention at PT. Skor ID. The lower the level of Work-Life Balance, the higher the Employee Turnover Intention at PT. Skor ID.

The Effect of Work Motivation on Employee Turnover Intention at PT. Skor ID

Based on the data analysis above, particularly the hypothesis testing, a p-value of 0.003 was obtained, which is less than 0.05. This result, obtained through the Smart PLS analysis, shows statistical significance. This indicates that Work Motivation has a significant effect on Employee Turnover Intention at PT. Skor ID. The lower the level of Work Motivation, the higher the Employee Turnover Intention at PT. Skor ID.

The Effect of Compensation on Employee Turnover Intention at PT. Skor ID

Based on the data analysis above, particularly the hypothesis testing, a p-value of 0.000 was obtained, which is less than 0.05. This result, obtained using the Smart PLS program, confirms statistical significance. This means that Compensation has a negative and significant effect on Employee Turnover Intention at PT. Skor ID. The lower the Compensation, the higher the Employee Turnover Intention at PT. Skor ID.

CONCLUSION

This study examined the influence of work-life balance, work motivation, and compensation on employee turnover intention at PT. Skor ID, South Jakarta. Based on the results of the SEM-PLS analysis, all three variables were found to have a negative and significant effect on turnover intention. These findings indicate that improvements in employees' work-life balance, work motivation, and compensation are associated with lower intentions to leave the organization.

Specifically, work-life balance has a negative and significant effect on turnover intention, indicating that employees who are better able to balance their professional responsibilities and

personal lives tend to have a lower intention to leave the company. Work motivation also has a negative and significant effect on turnover intention, suggesting that employees with stronger motivation to perform their work are less likely to consider leaving the organization. Furthermore, compensation has a negative and significant effect on turnover intention, demonstrating that appropriate and satisfactory compensation can contribute to employees' willingness to remain with the company.

Overall, the findings highlight the importance of human resource management practices in reducing employee turnover intention. PT. Skor ID should therefore pay continuous attention to policies that support work-life balance, strengthen employee motivation, and provide appropriate compensation. Collectively, work-life balance, work motivation, and compensation explain 51.8% of the variation in turnover intention, while the remaining 48.2% is associated with other factors outside the research model. Future studies may therefore consider additional variables, such as job satisfaction, organizational commitment, leadership, work environment, or job stress, to provide a broader understanding of the factors influencing employee turnover intention.

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