

## Balancing Work and Turnover Intention: How Organisational Attachment Mediates Employee Exit Decisions in a Marine Affairs Government Agency

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### ABSTRACT

This study investigates the mediating role of organisational attachment in the relationship between work-life balance and turnover intention among employees of the Marine and Fisheries Office of West Nusa Tenggara Province. Using a quantitative approach with PLS-SEM analysis and data from 75 respondents, the results reveal that work-life balance does not directly reduce turnover intention. However, it significantly enhances organisational attachment, negatively affecting turnover intention. These findings highlight the importance of fostering work - life balance as a strategic effort to strengthen employees' emotional ties to the organisation and indirectly reduce their desire to leave. Strengthening organisational attachment is key to lowering turnover intention in the public sector.

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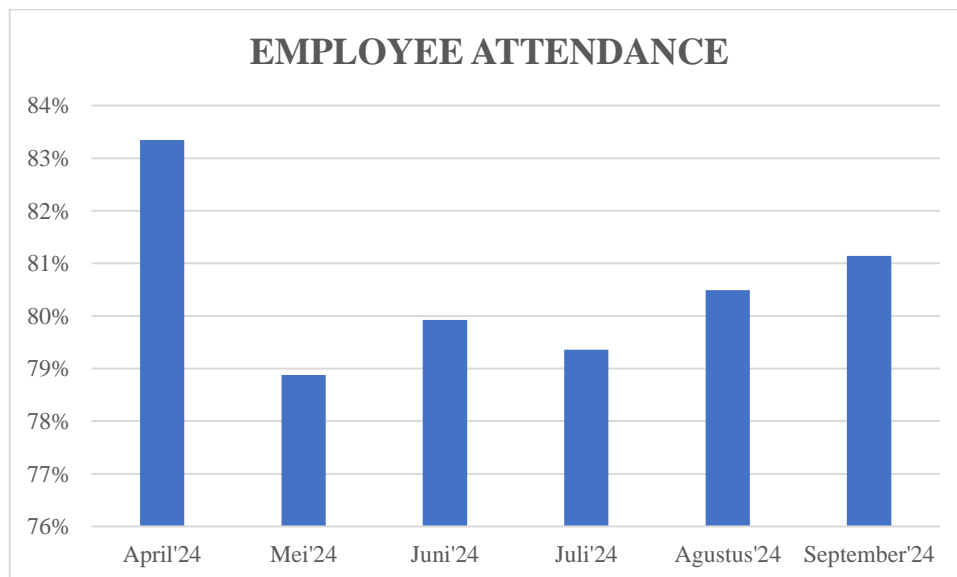
## INTRODUCTION

Turnover intention is a critical issue in human resource management, as it can disrupt organisational stability and effectiveness, especially within the public sector, which depends on employee continuity to ensure consistent delivery of public services. Turnover intention refers to an employee's desire to leave an organisation, which can negatively affect productivity, recruitment costs, and operational sustainability (Rizki & Aswan, 2024; Santosa et al., 2023).

This issue becomes particularly urgent when high turnover leads to losing institutional knowledge and disrupts achieving strategic objectives. However, in the province of West Nusa Tenggara (NTB), the Department of Marine Affairs and Fisheries (DKP) presents a contrasting phenomenon – indicators suggest a decrease in employee resignations and turnover intention.

Nonetheless, a declining turnover intention does not indicate the problem has been resolved. Fluctuations in employee attendance and persistent workload challenges suggest that the risk of increasing turnover intention still exists and must be addressed proactively.

The persistence of attendance fluctuation despite declining turnover intention highlights a nuanced internal dynamic within the organisation. This inconsistency reveals that deeper psychological and organisational factors – beyond surface-level resignation rates – continue to influence employee stability and engagement.



Source: Department of Marine Affairs and Fisheries, West Nusa Tenggara Province (Manajemen DKP Provinsi NTB, 2024)

**Figure 1. Employee Attendance at the Department of Marine Affairs and Fisheries, West Nusa Tenggara Province**

The chart above illustrates employee attendance trends between April and September 2024. The highest attendance rate, approximately 83%, was recorded

in April. However, there was a notable decline in May, where attendance dropped to around 78%. Although attendance slightly improved in June and July, it remained below 80%. A positive trend emerged in August and continued into September, with attendance surpassing 80%.

This data highlights employee attendance as a potential early indicator of organisational turnover intention. The trend may suggest increasing employee comfort and engagement with their work environment.

Turnover intention, by definition, reflects an employee's intention or desire to leave their current job and seek employment elsewhere (Hastuti & Wijono, 2023). This study assesses turnover intention through indicators such as increased absenteeism, work fatigue, rule violations, conflicts with supervisors, behavioural changes, and job-search behaviours. A high level of turnover intention implies employee dissatisfaction and disengagement, Handoyo (2021) views turnover intention as a process where employees exit an organisation and must be replaced. Similarly, Zainal (2018) and Siregar (2017) describe it as an employee's voluntary desire to resign or transfer to another organisation based on personal choice.

This research is urgent because we need a deeper understanding of the factors that can sustainably reduce turnover intention. As a strategic institution managing marine and fisheries resources in NTB, the DKP plays a key role in promoting economic development and improving the welfare of coastal communities. Reduced turnover intention supports implementing strategic programs such as marine conservation, fisher empowerment, and resource monitoring. However, if not appropriately managed, a resurgence in turnover intention may threaten the sustainability of these initiatives.

High turnover intention poses serious problems for any organisation (Widyasari et al., 2017). Conversely, low turnover intention enhances program execution and contributes to achieving strategic goals. At the DKP NTB, this declining trend is reportedly influenced by two key factors: work-life balance and organisational attachment. Hence, work-life balance plays a strategic role in mitigating turnover intention.

A balanced relationship between work and personal life improves job satisfaction and employee loyalty (Hefniwati et al., 2024; Respati et al., 2023). Shirmohammadi et al. (2022) define work-life balance as managing work demands alongside personal and family needs. Fisher-McAuley et al. (2003) further explain it as an individual's effort to balance multiple life roles. Employees who fail to maintain this balance often experience stress and burnout, which may lead to a desire to leave the organisation (Nugrawati & Prasetya, 2021). This study measures work-life balance using indicators such as time balance, involvement balance, and satisfaction balance. At DKP NTB, employees

frequently face high workloads due to the mobile nature of their tasks, including marine monitoring, support for fishing groups, and community outreach in remote areas. These conditions place pressure on employees' ability to maintain a healthy work-life balance.

Organizational attachment, which includes emotional commitment, a sense of belonging, and employee engagement, may mediate between work-life balance and turnover intention. Wu et al. (2025) define organisational attachment as an employee's perception of their role in the organisation's success, accompanied by high motivation and a willingness to go beyond formal job descriptions. Ekhsan et al. (2023) note that strong organisational attachment motivates employees to stay for compensation and contribute to organisational performance. In this study, organisational attachment is assessed through indicators such as vigour (high energy), dedication (strong involvement in work), and absorption (deep focus and enjoyment of work). Employees with strong organisational attachment are more likely to remain with the organisation despite challenges in achieving work-life balance. The DKP NTB can foster this attachment by promoting mutual support and high employee motivation, thereby reducing the likelihood of turnover intention (I Gede Narya & Wayan Gede, 2023).

However, existing studies have primarily examined the direct relationship between work-life balance and turnover intention without adequately addressing the potential mediating mechanism through organisational attachment. While some research has acknowledged organisational attachment as an important psychological construct, few have tested its mediating role empirically, particularly within the public sector setting.

Furthermore, there is a lack of research that contextualises the dynamics of turnover intention within geographically and operationally demanding institutions, such as marine and fisheries departments in archipelagic regions like NTB. This context includes unique bureaucratic structures, shifting government priorities, and logistical complexities that may shape how employees perceive both work-life balance and organisational attachment

In the local government sector, particularly at DKP NTB, organisational attachment is further complicated by unique factors, including hierarchical bureaucratic structures, frequently changing policies, and a service-oriented work culture (Saggaf et al., 2018). Additionally, employees must contend with NTB's geographic challenges as an archipelagic province, which demands high dedication. Previous literature review suggests that contextual elements such as work culture, value systems, and organisational environment often shape organizational attachment. Unfortunately, many studies neglect these contextual

factors, resulting in an incomplete understanding of the mediating mechanisms of organisational attachment in government settings.

Thus, this study addresses the research gap by empirically testing the mediating role of organisational attachment in the relationship between work-life balance and turnover intention – within the context of a public-sector marine agency operating in a geographically challenging region.

This study aims to fill that gap by empirically investigating organisational attachment's role in mediating work-life balance's influence on turnover intention in the public sector. It is expected to contribute theoretically by enriching the literature on the interrelationship between work-life balance, organisational attachment, and turnover intention. Additionally, the findings offer practical implications for human resource managers in government institutions, especially in formulating policies to enhance organisational attachment and reduce turnover intention.

Addressing this issue, the present study is relevant to DKP NTB and applicable to other governmental organisations facing similar challenges. This research is anticipated to serve as a valuable reference in developing organisational strategies, particularly for institutions operating in geographically and operationally demanding regions such as West Nusa Tenggara.

## **THEORETICAL REVIEW**

### ***Turnover Intention***

Turnover intention refers to an employee's conscious and deliberate consideration to leave their current organization. It is widely recognized as a key predictor of turnover behavior and is influenced by various psychological and organizational factors. Recent studies highlight that work-life balance, organizational reputation, and job prestige significantly shape turnover intention, with work-life balance often serving as a mediator. Organizational justice – particularly distributive and interactional justice – also plays a critical role, as perceived unfairness can intensify an employee's desire to leave. Furthermore, affective commitment has been shown to inversely correlate with turnover intention, where a stronger emotional bond with the organization reduces the likelihood of departure. In public sector contexts, such as marine and fisheries agencies, addressing these factors is essential to maintaining workforce stability and sustaining institutional performance.

### ***Work-Life Balance***

Work-life balance is an individual's ability to effectively manage and fulfill work responsibilities and personal life demands. It is considered a vital aspect of employee well-being and organizational sustainability. Kamboj (2025) state that a well-maintained balance between work and life contributes to higher job satisfaction, reduced stress levels, and lower turnover intention. Lomas (2021) conceptualized work-life balance through three dimensions: time balance,

involvement balance, and satisfaction balance—each reflecting the degree of harmony achieved across personal and professional roles. In contemporary organizational settings, especially within high-demand sectors, work-life balance is increasingly seen as a strategic factor that enhances employee engagement, fosters more substantial organizational commitment, and reduces the risk of burnout and resignation.

### ***Organizational Attachment***

Organizational attachment refers to the psychological bond and emotional commitment employees develop toward their organization, influencing their motivation to remain and contribute beyond formal job requirements. Ekhsan et al. (2023) describe it as a state of deep involvement characterized by vigor, dedication, and absorption in work. Employees with strong organizational attachment tend to exhibit higher loyalty, lower turnover intention, and greater willingness to support organizational goals—recent findings by AbdELhay et al. (2025) emphasize that organizational attachment plays a mediating role in translating positive workplace experiences, such as supportive leadership and work-life balance, into long-term employee retention. In the public sector, where intrinsic motivation and service orientation are crucial, strengthening organizational attachment is essential for maintaining workforce stability and improving institutional performance.

### ***The Effect of Work-Life Balance on Turnover Intention Among Employees of the Marine and Fisheries Office, West Nusa Tenggara Province***

First, research conducted by Suganda (2022) found that work-life balance harms turnover intention among millennial employees in Bandung, West Java. This indicates that the higher the work-life balance of millennial employees in Bandung, the lower their turnover intention. Employees often have to perform multiple roles within and outside their jobs. When they achieve work-life balance, they are able to manage these dual roles effectively and do not perceive their jobs as burdensome. Therefore, work-life balance helps employees reduce their intention to leave the organization. Similar research by Lestari & Margaretha (2021) also demonstrated that work-life balance negatively affects turnover intention among Generation Y employees in a company. This suggests significant implications for company leadership, such as granting flexible working hours and leave benefits aligned with government regulations. Moreover, companies should avoid enforcing excessive overtime and instead consider recruiting more staff when targets cannot be met on time, thus avoiding overburdening current employees. In contrast, the study by Esthi & Panjaitan (2023) revealed that work-life balance does not significantly affect turnover intention, which may relate to specific job characteristics such as those of Sales Officers (SOs) in the banking sector. SOs work in credit divisions and are typically willing to work overtime to meet monthly targets. In this context, even if their work-life balance is disrupted, it does not necessarily lead to an intention to quit due to other motivating factors such as incentives, target achievements, or career commitment. The first hypothesis in this study is as follows:

**H1:** Work-life balance negatively and significantly affects turnover intention among employees of the Marine and Fisheries Office of West Nusa Tenggara Province

*The Effect of Work-Life Balance on Organizational Attachment Among Employees of the Marine and Fisheries Office, West Nusa Tenggara Province*

Second, research conducted by Kholifah & Fadli (2022) found that work-life balance positively influences organizational attachment among employees at PT. Pan Pacific Nesia. This means that the better a company manages the work-life balance of its employees, the stronger the employees' organizational attachment becomes. A similar study by Rezeki (2023) showed a positive and significant effect of work-life balance on work attachment. The better the work-life balance, the higher the level of employee attachment, and vice versa. Additional research by Aristiyani et al. (2023) also indicated that work-life balance positively affects the work attachment of members of Institution X. In other words, their organizational attachment also increases as work-life balance improves. The second hypothesis in this study is as follows:

**H2:** Work-life balance positively and significantly affects organizational attachment among employees of the Marine and Fisheries Office of West Nusa Tenggara Province

*The Effect of Organizational Attachment on Turnover Intention Among Employees of the Marine and Fisheries Office, West Nusa Tenggara Province*

Third, the study by Bitha & Ardana (2017) demonstrated a negative relationship between organizational attachment and turnover intention, indicating that higher levels of organizational attachment correspond with lower turnover intention. Research conducted by Sari et al. (2022) also revealed that organizational attachment has a negative and statistically significant impact on turnover intention at The 101 Bali Fontana Seminyak. This means employees with a high sense of attachment to their organization are less likely to leave. On the other hand, a study by Zhu et al. (2022) suggested that organizational attachment may positively influence turnover intention in certain contexts. This finding was evident among substitute teachers in public elementary schools, where organizational commitment did not necessarily reduce the intention to quit. The third hypothesis in this study is:

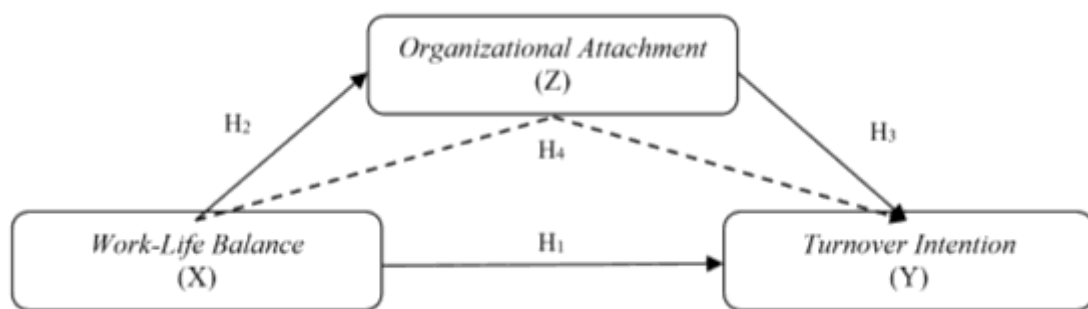
**H3:** Organizational attachment has a negative and significant effect on turnover intention among employees of the Marine and Fisheries Office of West Nusa Tenggara Province

*The Mediating Role of Organizational Attachment in the Relationship Between Work-Life Balance and Turnover Intention Among Employees of the Marine and Fisheries Office, West Nusa Tenggara Province*

Fourth, research conducted by Pratomo (2022) showed that organizational attachment acts as a mediator in the relationship between self-efficacy and performance among PT Taspen (Persero) employees, Jambi Branch Office. It was found that self-efficacy positively and significantly affects performance through

organizational attachment. This suggests that the greater the employee's self-efficacy, the stronger the organizational attachment, which in turn enhances performance. Similarly, a study by Amin et al. (2022) revealed that organizational support positively and significantly affects employee performance through organizational attachment. These findings highlight organizational attachment's positive and significant influence on employee performance. Another study by Nabila & Ratnawati (2020) indicated that organizational attachment serves as a partial mediator in the relationship between perceived organizational support and performance among employees of PT. Kereta Api Indonesia (Persero) Daop IV Semarang. The fourth hypothesis in this study is stated as follows:

**H4:** Work-life balance has a negative and significant effect on turnover intention, mediated by organizational attachment among employees of the Marine and Fisheries Office of West Nusa Tenggara Province



Source: Research Data, 2025

**Figure. 2 Conceptual Framework**

## METHODOLOGY

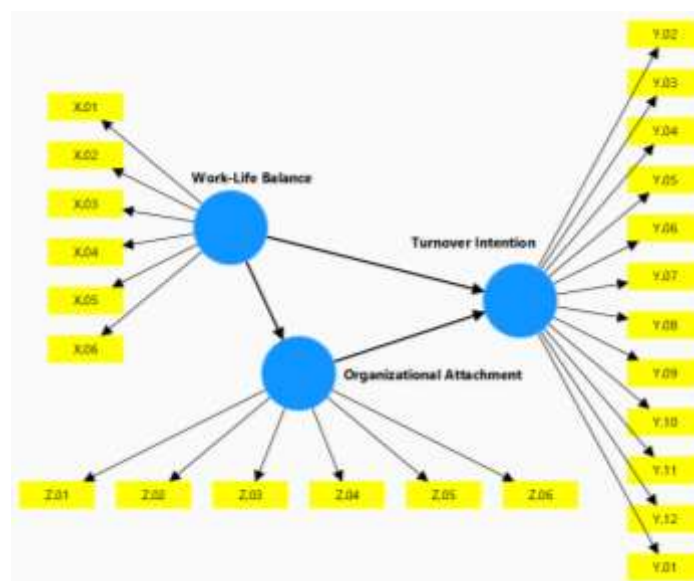
This study employs a quantitative survey method to collect data from respondents. Data was collected through a structured questionnaire based on indicators from each research variable. The questionnaire was distributed to Marine and Fisheries Office employees of West Nusa Tenggara Province who met the sampling criteria.

The population in this study comprises all employees of the Marine and Fisheries Office of West Nusa Tenggara Province, totaling 75 individuals. The sample was determined using purposive sampling, with the following criteria: permanent employees who have worked for at least one year and employees directly involved in operational tasks such as marine surveillance, fishermen empowerment, and program implementation in remote areas. These criteria were established to ensure that respondents possess an adequate understanding and experience regarding the dynamics of work-life balance and organizational attachment.

This study consists of three main variables: work-life balance as the independent variable, turnover intention as the dependent variable, and organizational attachment as the mediating variable. The work-life balance variable is measured based on three leading indicators: time balance, involvement balance, and satisfaction balance. Turnover intention is measured through increased absenteeism, job burnout, a rise in errors, protests against

superiors, behavioral changes, and job seeking. Meanwhile, organizational attachment is assessed through three dimensions: vigor (high energy and enthusiasm), dedication (engagement and sense of belonging to the job), and absorption (full concentration and emotional attachment to the job).

All variables were measured using a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." This scale was chosen to yield measurable, consistent results and to enable accurate quantitative analysis. Subsequently, the data were analyzed using Structural Equation Modeling with the Partial Least Squares approach (SEM-PLS). This analysis was used to test both direct and indirect effects among the variables and examine the mediating role of organizational attachment in the relationship between work-life balance and turnover intention.



Source: Research Data, 2025

Figure 3. SEM-PLS Model

This research methodology provides an in-depth understanding of how work-life balance influences turnover intention through organizational attachment in a governmental context, specifically among employees of the Marine and Fisheries Office of West Nusa Tenggara Province.

## RESULTS

This section presents the research findings on the role of organizational attachment in mediating the effect of work-life balance on employees' turnover intention at the Marine and Fisheries Office (DKP) of West Nusa Tenggara Province (NTB). The data analysis was conducted using statistical methods, which included testing the validity and reliability of the research instruments and analyzing the relationships between variables.

The results begin with the presentation of respondent characteristics, providing a general overview of the participant profiles. Subsequently, outer loading tests were conducted to assess the validity of each indicator in measuring

its respective latent construct. This study also examined Cronbach’s Alpha and Composite Reliability to ensure data reliability. Convergent validity was assessed using the Average Variance Extracted (AVE), while the R-Square value was employed to evaluate the magnitude of influence that independent variables exert on the dependent variable.

Following this, the study tested the direct effects between work-life balance, organizational attachment, and turnover intention, as well as the indirect effect through the mediating role of organizational attachment. These analytical results are compared to relevant theories and previous research to understand the implications of the findings on turnover intention dynamics within the DKP NTB workplace environment.

**Respondent Characteristics**

Table. 1 Respondent Characteristics

No.	Variable	Classification	Frequency	Percentage
1	Gender	Male	39	52%
		Female	36	48%
		<b>Total</b>	75	100%
2	Age	21 - 30 years	11	15%
		31 - 40 years	13	17%
		41 - 50 years	33	44%
		> 50 years	18	24%
		<b>Total</b>	75	100%
3	Years of Service	< 5 years	11	15%
		6 - 10 years	9	12%
		11 - 20 years	44	59%
		21 - 30 years	8	11%
		> 30 years	3	4%
		<b>Total</b>	75	100%

Source: Research Data, 2025

Based on Table 1 regarding respondent characteristics, the majority of respondents in this study were male, totaling 39 individuals (52%), while female respondents numbered 36 (48%). Regarding age, most respondents were in the 41–50 age group, totaling 33 individuals (44%), followed by those over 50, with 18 individuals (24%). Respondents aged 31–40 numbered 13 (17%), while those aged 21–30 totaled 11 (15%).

About years of service, the majority of respondents had worked for 11–20 years (44 individuals or 59%), followed by those with less than 5 years of service (15%), 6–10 years (12%), 21–30 years (11%), and more than 30 years (4%). This demographic composition indicates that most respondents have considerable work experience and are within a mature, productive age range, making them relevant in providing in-depth perspectives on the dynamics of work-life balance, organizational attachment, and turnover intention as examined in this study.

*Respondents' Responses Description*

Table 2. Respondents' Responses Description on the Work-Life Balance Variable

Item	Statement	Frequency of Response Scores					Mean	Category
		1	2	3	4	5		
X.01	The time I allocate for work and non-work activities is balanced.	0	2	9	22	42	4,39	Very High
X.02	I can manage work and personal time according to my core responsibilities.	0	1	2	19	53	4,65	Very High
X.03	I am fully engaged in my work without neglecting other responsibilities.	0	1	2	13	59	4,73	Very High
X.04	My commitment to work and personal activities is balanced.	0	1	2	15	57	4,71	Very High
X.05	I am satisfied with dividing my time and energy between work and other activities.	0	2	5	13	55	4,61	Very High
X.06	I feel satisfied with both my job and non-work activities.	0	2	3	9	61	4,72	Very High
<b>Average</b>							<b>4,64</b>	<b>Very High</b>

Source: Research Data, 2025

Based on Table 2, respondents' answers regarding the work-life balance variable show an average score of 4.64, which falls into the "Very High" category. All statement items received high ratings, with the highest scores for "being fully engaged in work without neglecting other responsibilities" (4.73) and "feeling satisfied with both work and non-work activities" (4.72). These results indicate that respondents are generally satisfied with balancing their work and personal lives.

Table 3. Respondents' Responses Description on the Turnover Intention Variable

Item	Statement	Frequency of Response Scores					Mean	Category
		1	2	3	4	5		
Y.01	I have frequently been absent from work recently.	69	6	0	0	0	1,08	Very High
Y.02	I find it difficult to come to the office every day.	61	13	1	0	0	1,20	Very High
Y.03	I feel bored with my current job.	56	16	3	0	0	1,29	Very High
Y.04	I no longer feel enthusiastic about completing my tasks.	63	11	1	0	0	1,17	Very High
Y.05	I often make mistakes at work recently.	59	12	4	0	0	1,27	Very High
Y.06	I feel I violate workplace rules more often than before.	71	3	1	0	0	1,07	Very High
Y.07	I often disagree with decisions made by my superiors.	68	4	3	0	0	1,13	Very High
Y.08	I sometimes feel the need to express dissatisfaction to my superior.	65	6	1	1	2	1,25	Very High

Y.09	I realize that my behavior at work has changed recently.	68	6	1	0	0	1,11	Very High
Y.10	My colleagues have also noticed changes in my attitude lately.	71	2	2	0	0	1,08	Very High
Y.11	I often think about looking for another job.	72	2	1	0	0	1,05	Very High
Y.12	I am currently exploring job opportunities at other companies.	72	3	0	0	0	1,04	Very High
<b>Average</b>							<b>1,15</b>	<b>Very High</b>

Source: Research Data, 2025

Based on Table 3, respondents' answers regarding the turnover intention variable show an average score of 1.15, categorized as "Very Low." All statement items consistently received low scores, with the lowest being on "currently exploring job opportunities at other companies" (1.04) and "often thinking about looking for another job" (1.05). These findings indicate that respondents have very low intentions to leave their jobs, reflecting high loyalty.

Table 4. Respondents' Responses Description on the Organizational Attachment Variable

Item	Statement	Frequency of Response Scores					Mean	Category
		1	2	3	4	5		
Z.01	I always feel energized and enthusiastic while working.	0	0	2	11	62	4,80	Very High
Z.02	I persist and continue to strive despite difficulties at work.	0	0	1	10	64	4,84	Very High
Z.03	I feel that my job is meaningful and I am proud to do it.	0	0	0	6	69	4,92	Very High
Z.04	I am always enthusiastic and motivated when doing my tasks.	0	0	0	11	64	4,85	Very High
Z.05	I often get so absorbed in my work that time passes quickly.	0	0	4	9	62	4,77	Very High
Z.06	I find it hard to stop working because I'm highly involved and enjoy it.	0	0	5	9	61	4,75	Very High
<b>Average</b>							<b>4,82</b>	<b>Very High</b>

Source: Research Data, 2025

Based on Table 4, respondents' answers regarding the organizational attachment variable show an average score of 4.82, which falls under the "Very High" category. All statements received very positive evaluations, with the highest score on the statement that the job is meaningful and a source of pride (4.92). These results reflect respondents' high enthusiasm, motivation, and emotional involvement in their work.

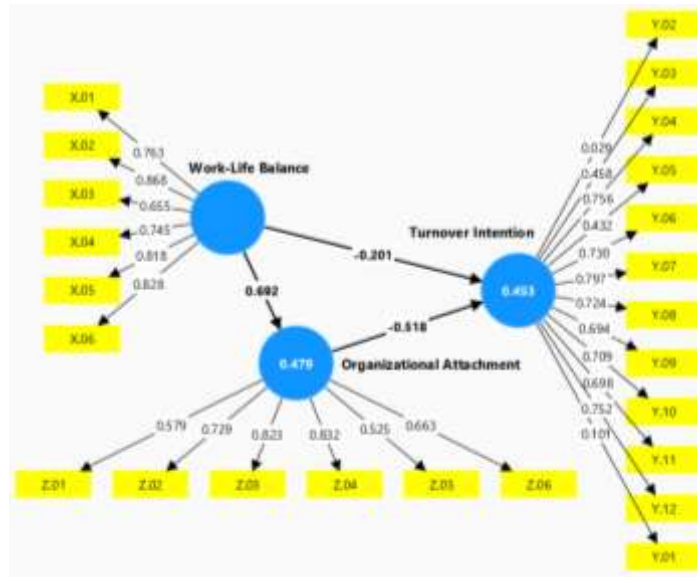
**Outer Loadings**

Table 5. Outer Loadings Test Results

Item	Variable	Outer Loadings	Description
X.01	Work-Life Balance	0,76	Valid
X.02		0,85	Valid
X.03		0,65	Invalid
X.04		0,75	Valid
X.05		0,82	Valid
X.06		0,85	Valid
Y.01	Turnover Intention	0,10	Invalid
Y.02		0,02	Invalid
Y.03		0,45	Invalid
Y.04		0,81	Valid
Y.05		0,43	Invalid
Y.06		0,79	Valid
Y.07		0,79	Valid
Y.08		0,71	Valid
Y.09		0,69	Invalid
Y.10		0,79	Valid
Y.11		0,69	Invalid
Y.12		0,69	Valid
Z.01	Organizational Attachment	0,57	Invalid
Z.02		0,78	Valid
Z.03		0,87	Valid
Z.04		0,87	Valid
Z.05		0,52	Invalid
Z.06		0,66	Invalid

Source: Research Data, 2025

Based on Table 5, the results of the outer loadings test indicate that not all indicators of the variables work-life balance, turnover intention, and organizational attachment meet the criteria for convergent validity ( $\geq 0.70$ ). Within the work-life balance variable, five out of six indicators (X.01, X.02, X.04, X.05, X.06) are considered valid with values ranging between 0.75 and 0.85, while X.03 is invalid with a loading of only 0.65. The turnover intention variable shows relatively poor construct quality, with only six out of twelve indicators being valid (Y.04, Y.06, Y.07, Y.08, Y.10, Y.12). Others, such as Y.01 and Y.02, have extremely low outer loading values (0.10 and 0.02), indicating a weak representation of the construct. For organizational attachment, only three indicators (Z.02, Z.03, Z.04) are valid, while Z.01, Z.05, and Z.06 fall below the threshold of 0.70, and are thus deemed invalid. Low outer loading values suggest that specific indicators are weak in representing their respective latent constructs. This may be attributed to the irrelevance of specific statements to the respondents' context, or cultural and experiential mismatches. The implication for theory and hypothesis testing is a potential reduction in the accuracy of measuring relationships among variables. Consequently, it is necessary to evaluate and revise the indicators to ensure that the instrument accurately reflects the constructs and enhances the validity of the research findings.



Source: Research Data, 2025

**Figure 4. Initial Outer Loadings Results**

**Composite Reliability**

Table 6. Results of Cronbach’s Alpha and Composite Reliability Testing

Variable	Cronbach's alpha	Composite reliability	Description
Work-Life Balance	0,86	0,90	Reliable
Turnover Intention	0,84	0,88	Reliable
Organizational Attachment	0,79	0,88	Reliable

Source: Research Data, 2025

Table 6 presents the results of the Cronbach’s Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) tests to assess this study's reliability and construct validity. The results show that all variables have Cronbach’s Alpha values above 0.70, indicating that the research instruments exhibit good internal consistency. The variable work-life balance has the highest Cronbach’s Alpha value (0.86), followed by turnover intention (0.84) and organizational attachment (0.79), demonstrating that all variables meet the standard criteria for reliability. In terms of Composite Reliability (CR), all variables also show values above 0.70, with the highest found in work-life balance (0.90), followed by organizational attachment and turnover intention, each at 0.88. These results indicate that the indicators within each variable consistently measure their respective constructs.

**Average Variance Extracted (AVE)**

Table 7. Results of Average Variance Extracted (AVE) Testing

Variable	Average variance extracted (AVE)
Work-Life Balance	0,65
Tunrover Intention	0,61
Organizational Attachment	0,71

Source: Research Data, 2025

Table 7 presents the results of the Average Variance Extracted (AVE) analysis, which assesses the convergent validity of each variable in this study. The analysis shows that all variables have AVE values greater than 0.50, indicating that the indicators of each construct can explain their respective latent variables adequately. The organizational attachment variable has the highest AVE value, at 0.71, indicating a strong correlation among its indicators in measuring the construct. The work-life balance variable follows with an AVE value of 0.65, reflecting good convergent validity. Meanwhile, the turnover intention variable shows an AVE of 0.61, which, although relatively lower, still exceeds the 0.50 threshold, suggesting that the indicators for this variable sufficiently represent the turnover intention construct. Therefore, these results confirm that all variables in the study meet the criteria for convergent validity and are suitable for further analysis.

### *R-Square*

Table 8. R-Square Test Results

Variable	R-square	R-square adjusted
Organizational Attachment	0,48	0,47
Turnover Intention	0,43	0,41

Source: Research Data, 2025

Table 8 presents the results of the R-Square and Adjusted R-Square tests, which reflect the explanatory power of the independent variables on the dependent variables in this study's model. The analysis results indicate that the work-life balance variable explains 48 percent of the variability in organizational attachment, as shown by an R-Square value of 0.48 and an Adjusted R-Square of 0.47. This suggests the model maintains its integrity without overfitting, even after adjusting for complexity. Furthermore, when combined, the variables organizational attachment and work-life balance account for 43 percent of the variability in turnover intention, with the Adjusted R-Square slightly decreasing to 0.41. This minor decline indicates a modest influence of the number of predictors included in the model. Overall, these results demonstrate that work-life balance has a relatively strong influence on organizational attachment and that turnover intention is significantly affected by both organizational attachment and work-life balance. Nevertheless, other factors outside the current model may also contribute to explaining the turnover intention of employees at the Marine Affairs and Fisheries Office of West Nusa Tenggara Province.

### *Direct Effect Hypothesis Testing*

Table 9. Direct Effect Hypothesis Testing Results

Hypothesis	Path Coefficient	T Statistics	Significance	Description
Work-Life Balance → Turnover Intention	-0,10	0,54	0,58	Rejected

Work-Life Balance → Organizational Attachment	0,69	9,63	0,00	Accepted
Organizational Attachment → Turnover Intention	-0,58	2,91	0,00	Accepted

Source: Research Data, 2025

Table 9 presents the results of the hypothesis testing for the direct effects among the variables work-life balance, organizational attachment, and turnover intention. The analysis reveals that work-life balance has a negative and non-significant effect on turnover intention, with a path coefficient of -0.10, a T-statistic of 0.54 (< 1.96), and a significance level of 0.58 (> 0.05). This indicates that the first hypothesis is not supported. However, work-life balance shows a positive and significant effect on organizational attachment, with a path coefficient of 0.69, a T-statistic of 9.63 (> 1.96), and a significance level of 0.00 (< 0.05), supporting the second hypothesis. This suggests that the better the employees' work-life balance, the higher their sense of organizational attachment. Moreover, organizational attachment negatively and significantly affects turnover intention, with a path coefficient of -0.58, a T-statistic of 2.91 (> 1.96), and a significance level of 0.00 (< 0.05), indicating that the third hypothesis is accepted. In other words, the higher the level of organizational attachment, the lower the employees' tendency to leave their jobs.

**Indirect Effect Hypothesis Testing**

Table 10. Indirect Effect Hypothesis Testing Results

Hypothesis	Path Coefficient	T statistics	Significance	Description
Work-Life Balance → Organizational Attachment → Turnover Intention	-0,40	2,84	0,00	Accepted

Source: Research Data, 2025

Table 10 presents the results of the hypothesis testing for the indirect effect, examining the mediating role of organizational attachment in the relationship between work-life balance and turnover intention. The analysis shows that work-life balance has an indirect negative and significant effect on turnover intention through organizational attachment, with a path coefficient of -0.40, a T-statistic of 2.84 (> 1.96), and a significance level of 0.00 (< 0.05), confirming that the fourth hypothesis is accepted. This finding indicates that while work-life balance does not directly reduce turnover intention, it contributes to lower turnover intention by enhancing organizational attachment. In other words, the better the balance between employees' work and personal lives, the stronger their attachment to the organization, ultimately reducing their intention to leave the job. This confirms the mediating role of organizational attachment in the relationship between work-life balance and turnover intention.

## **DISCUSSION**

The findings of this study reveal that while work-life balance does not directly affect turnover intention, it significantly influences organizational attachment, which in turn negatively affects turnover intention. This indicates that higher organizational attachment reduces employees' intention to leave. Furthermore, the mediating role of organizational attachment confirms that work-life balance can indirectly reduce turnover intention through enhanced employee attachment to the organization. These results suggest that promoting work-life balance can strengthen organizational commitment and minimize turnover. However, the study is limited to the Department of Marine Affairs and Fisheries employees in West Nusa Tenggara Province. It thus may not be generalizable to other sectors or regions. Other influencing factors such as organizational culture, leadership, and work motivation were not deeply explored.

## **CONCLUSIONS AND RECOMMENDATIONS**

This study concludes that while work-life balance does not directly reduce turnover intention, it significantly enhances organizational attachment, which plays a key mediating role in lowering employees' intention to leave.

Therefore, it is recommended that the Department of Marine Affairs and Fisheries of West Nusa Tenggara Province implement flexible work policies and employee well-being programs to support work-life balance. Additionally, efforts to strengthen organizational attachment—such as fostering a supportive work environment, recognizing employee performance, and enhancing communication—can reduce turnover intention.

Further recommendations include conducting regular organizational climate surveys to monitor employee satisfaction and engagement levels, implementing mentorship programs to build stronger interpersonal bonds within the institution, and designing targeted training sessions that align individual career goals with organizational missions. These efforts will reinforce employees' sense of belonging and purpose, which are crucial to minimizing turnover intention.

Future research should consider broader samples and examine other potential factors influencing turnover intention—such as leadership style, organizational justice, or career advancement opportunities—to gain more comprehensive insights. It is also advisable to employ longitudinal research designs to observe long-term patterns and causal relationships more accurately.

## **FURTHER STUDY**

Future research is encouraged to expand the scope of study by involving a more diverse range of government institutions or private organizations across different regions or sectors. In addition, future studies should consider incorporating other relevant variables such as leadership style, organizational culture, job satisfaction, and intrinsic motivation to understand the multifactorial nature of turnover intention better. Longitudinal studies may also offer more profound insights into how work-life balance and organizational attachment influence employee retention.

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