Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)
e-ISSN: 2621-606X
Vol. 9. No. 2 (2026)
Page: 14818-14829

THE ROLE OF ORGANIZATIONAL SUPPORT IN MEDIATING THE EFFECT OF WORK-LIFE BALANCE AND JOB STRESS ON EMPLOYEE TURNOVER INTENTION AMONG GEN Z IN TEGAL REGENCY

Fani Cahya Amalia[1]
Muhammadiyah University of Semarang, Semarang, Indonesia
fanicahya90@gmail.com

Edy Purwanto[2]
Muhammadiyah University of Semarang, Semarang, Indonesia
edypurwanto@unimus.ac.id

Abstract

The increasing turnover intention among Generation Z employees has become a significant challenge for organizations, as this generation tends to prioritize work-life balance, psychological well-being, and a supportive work environment. This study aims to analyze the effects of work-life balance and job stress on turnover intention and to examine the role of organizational support as a mediating variable among Generation Z employees in Tegal Regency. This research employed a quantitative approach with an explanatory research design and a cross-sectional method. Data were collected through questionnaires distributed to 110 Generation Z employees working in Tegal Regency using a purposive sampling technique. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 4 through outer model evaluation, inner model evaluation, and bootstrapping procedures. The results indicate that work-life balance has a negative and significant effect on turnover intention, while job stress has a positive and significant effect on turnover intention. Work-life balance positively influences organizational support, whereas job stress affects employees' perceptions of organizational support. Furthermore, organizational support has a negative and significant effect on turnover intention and successfully mediates the relationship between work-life balance and job stress with turnover intention. These findings highlight that organizational support plays an essential role in retaining Generation Z employees by creating a supportive workplace environment, improving work-life balance, and reducing the negative impact of job stress.

Keywords: Work-Life Balance, Job Stress, Organizational Support, Turnover Intention, Generation Z

INTRODUCTION

Changes in the characteristics of the global workforce in recent years have presented new challenges for organizations in retaining quality human resources. One phenomenon of concern in human resource management studies is the increasing tendency of employees to leave the organization, or turnover intention. Turnover intention is seen as an early indicator before actual turnover behavior occurs because it represents the psychological process when employees begin to evaluate other job alternatives outside the organization. High turnover intention can negatively impact organizations through increased recruitment and training costs, loss of organizational knowledge, and decreased work productivity. In the context of an increasingly dynamic modern work environment, organizations are required not only to provide financial compensation but also to create working conditions that meet employees' psychological needs and maintain a work-life balance (Jing & Yan, 2022).

The phenomenon of turnover intention is becoming increasingly complex with the increasing proportion of Generation Z (Gen Z) workers in the job market. Generation Z, born and raised in a digital environment, has distinct characteristics compared to previous generations, particularly in their perceptions of work flexibility, psychological well-being, the meaning of work, and relationships with the organization. This generation tends to consider not only financial aspects in their decision to stay with an organization but also how work supports the quality of their personal lives. A mismatch between individual expectations and organizational conditions can increase the likelihood of job turnover. Previous research has shown that younger generations are more sensitive to work environment factors, organizational support, and job pressures, which can influence their career decisions (Francis & Hoefel, 2018).

One important factor related to turnover intention is work-life balance. The concept of work-life balance describes an individual's ability to manage the demands of work and personal life in a balanced manner, allowing both domains to function harmoniously. An imbalance between work and personal life can lead to role conflict, emotional exhaustion, and decreased job satisfaction, ultimately increasing employees' desire to leave the organization. Empirical research shows that work-life balance has a negative relationship with turnover intention, where the better the work-life balance perceived by employees, the lower their tendency to seek alternative employment (De Simone et al., 2021). However, several studies have shown conflicting results, indicating that work-life balance does not always have a direct effect on turnover intention because the relationship can be influenced by other organizational and psychological factors (Addawiyah, 2026). These differing findings suggest the need for a more comprehensive approach, considering mediating variables that can explain the mechanisms of this relationship.

Besides work-life balance, job stress is another factor that has the potential to increase employee turnover intention. Based on the Job Demands-Resources (JD-R) Theory, job stress arises when job demands exceed an individual's job resources to cope. Excessive workloads, pressure to achieve targets, role conflict, and limited organizational support can lead to physical and psychological exhaustion, prompting employees to consider leaving the organization. Recent research shows that job stress has a positive effect on turnover intention because high work pressure can reduce employees' emotional attachment to the organization (Alfianti & Suwarto, 2026). However, the level of stress felt by employees does not always result in turnover intention if the organization is able to provide adequate work resources, such as social support, leadership attention, and adaptive work policies.

To explain the relationship between individual, organizational, and employee behavior factors, this study uses the Social Exchange Theory (SET) approach as a grand theory. This theory explains that the relationship between employees and organizations is built on the principle of social exchange, where employees will make positive contributions if they perceive the organization provides appreciation, attention, and concern for their well-being. The perception that the organization provides support (Perceived Organizational Support/POS) can increase employees' sense of obligation to reciprocate the organization's positive treatment by increasing commitment and desire to remain. Conversely, low organizational support can create the perception that the organization does not value employee contributions, thus increasing the likelihood of turnover intention (Khairina, 2022).

Organizational support is an important variable because it has the potential to explain how work-life balance and job stress influence turnover intention. Employees who receive organizational support tend to perceive that the organization cares about their needs, including the need for work-life balance and managing work stress. With this support, the negative impact of job stress on turnover intention can be minimized because employees have better psychological resources to cope with work demands. Research by Winarno et al. (2022) shows that organizational support plays a role in increasing employee engagement and reducing turnover tendencies through positive psychological mechanisms. These findings strengthen the argument that organizational support not only acts as an independent factor but can also be a mediating mechanism explaining the relationship between working conditions and employees' decisions to stay.

REVIEW OF LITERATURE

Work-Life Balance

Work-life balance is a condition where an individual is able to manage the demands of work and personal life proportionally, preventing conflict between the two domains. This balance relates not only to time allocation but also encompasses an individual's psychological ability to fulfill work responsibilities while maintaining a quality of personal life. From the perspective of Job Demands-Resources Theory, work-life balance can be viewed as a personal resource that helps employees cope with work demands, thereby reducing psychological stress and improving work well-being (Bakker & Demerouti, 2023).

For Generation Z workers, work-life balance is a crucial factor in determining the sustainability of their working relationship with their organization. This generation tends to have higher expectations for work flexibility, personal time, and a work environment that supports well-being. When organizations are able to provide working conditions that foster work-life balance, employees will have positive perceptions of the organization and show a lower tendency to leave their jobs (Mansour & Tremblay, 2021).

Several studies have shown that work-life balance negatively impacts turnover intention. This means that the higher the perceived balance between work and personal life, the lower their desire to look for another job. Conversely, an imbalance between work and personal life demands can increase role conflict, emotional exhaustion, and lead to turnover intention (Kalliath et al., 2020).

Work Stress

Job stress is a psychological condition that arises when job demands exceed an individual's ability to manage them. Job stress can be caused by various factors, such as high workloads, pressure to achieve targets, role conflict, and lack of support in the work

environment. Based on the Job Demands-Resources Theory perspective, job stress occurs when job demands increase while the employee's available resources are insufficient to cope (Lesener et al., 2020).

In the context of modern organizations, work stress is a key predictor of turnover intention. Employees who experience persistent work pressure are more likely to experience emotional exhaustion and decreased organizational commitment. This condition increases the likelihood of employees considering alternative employment options that are perceived to offer better working conditions (De Simone et al., 2021).

Previous research has shown that job stress has a positive relationship with turnover intention. The higher the stress levels experienced by employees, the greater their likelihood of leaving the organization. However, the effect of job stress on turnover intention is not always direct, as it can be influenced by organizational factors such as social support and perceived organizational concern for employee well-being (Ribeiro et al., 2022).

Perceived Organizational Support

Perceived Organizational Support (POS) describes employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. This concept is rooted in Social Exchange Theory, which explains that work relationships are formed through a social exchange process between employees and the organization. When employees perceive attention and support from the organization, they tend to reciprocate through increased loyalty, commitment, and a desire to remain with the organization.

Organizational support is a crucial factor in employee retention because it creates a sense of appreciation and increases psychological attachment to the organization. Organizations that provide support through flexible work policies, leadership attention, work facilities, and opportunities for personal development can reduce the likelihood of employees experiencing work stress and the desire to leave (Eisenberger et al., 2020).

Besides its direct influence on turnover intention, organizational support also has the potential to act as a mediating variable. When an organization supports work-life balance, employees perceive the organization as caring about their needs. This perception then enhances emotional connection with the organization, thereby reducing the likelihood of turnover intention. In this research, organizational support is positioned as a mechanism explaining how work-life balance and job stress can influence employees' decisions to stay or leave an organization.

Turnover Intention

Turnover intention is an employee's conscious desire to leave an organization and seek alternative employment. Although it doesn't necessarily indicate actual turnover behavior, turnover intention is considered an important indicator because it often serves as an early step before job changes occur. High turnover intention can be detrimental to an organization by increasing recruitment and training costs, as well as the loss of employee knowledge and experience.

Generation Z has distinct characteristics of turnover intention, as this group tends to be more open to new job opportunities and has high expectations for flexibility and work-life balance. Therefore, organizations need to understand the factors that can increase or decrease turnover intention, particularly psychological factors and the work environment.

Based on previous research, turnover intention is influenced by various factors such as work-life balance, job stress, job satisfaction, and organizational support. In this study,

turnover intention is understood as a consequence of the interaction between individual factors such as work-life balance and job stress and organizational factors such as organizational support.

Relationship between variables

Work-life balance is thought to influence turnover intention because it can increase employee satisfaction and well-being in their work. When employees are able to balance work and personal life needs, their desire to leave the organization decreases. Conversely, work-life imbalance can increase psychological stress, which can lead to turnover intention.

Job stress is thought to have a positive influence on turnover intention. High job demands without supporting resources can lead to burnout and reduce employee engagement with the organization. Therefore, employees experiencing high job stress are more likely to seek alternative employment.

Furthermore, organizational support is expected to mediate the relationship between work-life balance and job stress on turnover intention. Based on Social Exchange Theory, organizational support creates the perception that the organization values employee contributions and cares about employee well-being. This positive perception can strengthen the psychological bond between employees and the organization, thereby reducing turnover intentions. This study expands on previous studies by simultaneously examining the mediating role of organizational support among Generation Z employees in Tegal Regency, a local context with distinct industrial characteristics compared to metropolitan areas. Tegal Regency has developed manufacturing, metal, textile, and MSME sectors, thus the dynamics of employment relationships among young workers have their own characteristics.

RESEARCH METHOD

This study uses a quantitative approach with an explanatory research design that aims to analyze the causal relationship between research variables. The quantitative approach was chosen because this study focuses on testing the hypothesis regarding the influence of work-life balance and job stress on turnover intention with perceived organizational support as a mediating variable in Generation Z employees. The explanatory research design is used to explain the mechanism of the relationship between variables based on the theoretical model that has been developed, especially regarding how individual and organizational factors can influence employees' decisions to stay or leave the organization. In this study, work-life balance and job stress are placed as independent variables, perceived organizational support as a mediator variable, while turnover intention is the dependent variable.

Data collection was conducted using a survey method by distributing structured questionnaires to research respondents. The survey method was chosen because it can directly obtain individual perceptions regarding psychological conditions and work experiences. The research instrument used a five-level Likert scale that describes the level of respondent agreement with each statement in each research variable. Work-life balance measurements were conducted to determine the level of respondents' ability to balance work demands and personal life, while job stress was used to measure the level of psychological pressure due to work demands. Perceived organizational support was used to measure employee perceptions of the extent to which the organization values their contributions and cares for their well-being, while turnover intention was used to measure the tendency of employees to have the intention to leave the organization.

The subjects of this study were Generation Z employees working in Tegal Regency. Generation Z was selected as the research subject based on the characteristics of this group of young workers who have different expectations regarding the work environment, flexibility, well-being, and relationships with the organization. The research population included Generation Z employees who already had work experience and understood the conditions of their organizational environment. The sampling technique used a purposive sampling method, namely selecting respondents based on certain criteria that were in accordance with the research objectives. The respondent criteria in this study included individuals who were categorized as Generation Z, were actively working, and had work experience that allowed respondents to provide assessments of work-life balance, work stress, organizational support, and turnover intention.

The data sources in this study consist of primary and secondary data. Primary data were obtained directly from respondents through the distribution of research questionnaires, while secondary data were obtained through a literature review of reputable scientific articles relevant to the research variables. This literature served as the basis for developing the research model and supporting the interpretation of the research results. The use of up-to-date scientific sources is important because studies on Generation Z work behavior, work-life balance, and employee-organization relationships continue to evolve along with the changing characteristics of the modern workplace (Rudolph et al., 2021; Costanza et al., 2023).

Data analysis was conducted using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach with the aid of appropriate statistical software. PLS-SEM was chosen because it is capable of analyzing complex relationships between latent variables, including testing mediation models in research. The analysis stages include evaluating the measurement model (outer model) to test the validity and reliability of the instrument, and evaluating the structural model (inner model) to determine the relationships between the research variables. Hypothesis testing was conducted through path coefficient analysis and significance values (bootstrapping), while testing the mediating effect of perceived organizational support was conducted by examining the indirect effect between the independent variables on turnover intention. This analysis method is suitable for use in human resource management research involving psychological constructs and complex intervariable relationships (Hair et al., 2022).

The reliability of the research instrument was tested using Cronbach's Alpha and Composite Reliability values, while construct validity was tested using Average Variance Extracted (AVE) and outer loading values. Furthermore, the model's ability to explain the dependent variable was analyzed using the coefficient of determination (R-square) and effect size to determine the contribution of each independent variable to turnover intention. This analytical approach allows the study to obtain an empirical picture of the role of work-life balance and job stress in influencing turnover intention, both directly and through the mechanism of perceived organizational support as a mediating variable.

RESULTS AND DISCUSSION

Respondent Characteristics

This study involved 110 Generation Z employees working in Tegal Regency as respondents. Data collection was conducted through an online questionnaire. All distributed questionnaires were successfully collected and used in the analysis process, resulting in a

100% response rate. Respondents were selected using a purposive sampling technique with the criteria being Generation Z employees working in Tegal Regency and having at least six months of work experience at their current organization.

Based on gender characteristics, the majority of respondents were female (91 respondents (82.7%), while 19 respondents were male (17.3%). This composition indicates that research participation was predominantly from female employees. The distribution of respondent characteristics by gender is presented in Table 1.

Table 1. Respondent Characteristics Based on Gender

Gender Category	Frequency	Percentage (%)
Woman	91	82.7%
Man	19	17.3%
Total	**110**	**100.0%**

Based on their highest level of education, respondents were predominantly high school/vocational school graduates (77 people) (70.0%), followed by junior high school graduates (19 people) (17.3%), bachelor's degree (S1) graduates (7 people) (6.4%), elementary school graduates (5 people) (4.6%), and diploma (D3) graduates (2 people) (1.8%). This distribution indicates that the majority of respondents were young workers with secondary education backgrounds.

Table 2. Respondent Characteristics Based on Last Education

Last education	Frequency	Percentage (%)
High School/Vocational School	77	70.0%
JUNIOR HIGH SCHOOL	19	17.3%
Bachelor degree)	7	6.4%
Elementary School	5	4.6%
Diploma (D3)	2	1.8%
Total	110	100.0%

Furthermore, based on work experience, the majority of respondents (68 respondents) had 1–3 years of work experience, followed by 34 respondents (30.9%) with 4–6 years of work experience, and 8 respondents (7.3%) with more than 7 years of work experience. This indicates that the majority of respondents are in the early stages of their career development.

Table 3. Respondent Characteristics Based on Work Experience

Work Experience (Years)	Frequency	Percentage (%)
13 years old	68	61.8%
4 – 6 Years	34	30.9%
> 7 Years	8	7.3%
Total	**110**	**100%**

Evaluation of Measurement Model (Outer Model)

Measurement model analysis was conducted to ensure that the research instrument was capable of measuring the constructs used validly and reliably. The outer model evaluation in this study included tests for convergent validity, discriminant validity, and construct reliability.

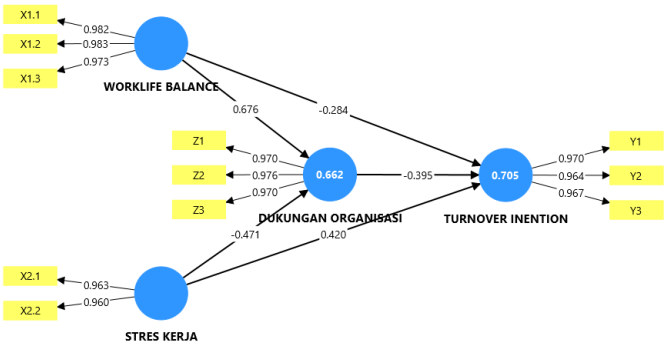


Figure 1. Outer Model Testing

Figure 1 shows the results of the measurement model evaluation using SmartPLS 4. Based on the outer loading values, all indicators in the Work-Life Balance, Job Stress, Organizational Support, and Turnover Intention variables have loading factor values above the recommended minimum limit, so all indicators are declared to meet the convergent validity criteria. These results indicate that each indicator is able to represent the measured construct well.

Based on the results of the discriminant validity test, all indicators in each construct had the highest cross-loading values on the measured variables. The Job Stress variable had a cross-loading value of 0.960–0.963, Organizational Support of 0.970–0.976, and Turnover Intention of 0.964–0.970. These results indicate that each indicator has the ability to differentiate the research constructs well.

Reliability testing was conducted using Cronbach's Alpha and Composite Reliability values. The Cronbach's Alpha test results showed that all variables had values above the minimum limit of 0.70, thus declaring all constructs reliable.

Table 4. Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Information
Organizational Support	0.971	Reliable
Work Stress	0.918	Reliable
Turnover Intention	0.965	Reliable
Work Life Balance	0.979	Reliable

Furthermore, the Composite Reliability test results also showed that all constructs had high reliability values. The Work-Life Balance variable obtained a Composite Reliability value of 0.986, Organizational Support of 0.981, Turnover Intention of 0.977, and Job Stress of 0.961. Thus, all research variables met the reliability criteria and could be used for structural model analysis.

Table 5. Composite Reliability Test Results

Variable	Composite reliability (rho_c)
Organizational Support	0.981
Work Stress	0.961
Turnover Intention	0.977

Work Life Balance	0.986

Structural Model Evaluation (Inner Model) and Hypothesis Testing

After the measurement model meets validity and reliability criteria, the next step is to evaluate the structural model to determine the relationships between the research variables. The analysis was conducted by testing the path coefficient, t-statistic, and p-value using the bootstrapping procedure in SmartPLS 4.

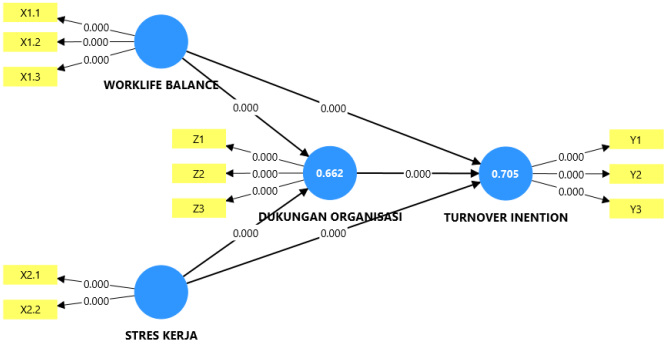


Figure 2. Structural Model Testing (Bootstrapping)

Table 6. Results of Direct Effect Hypothesis Testing

Hypothesis	Hypothesis Path	Original Sample (O)	T-Statistic	P-Value	Decision
H1	Work-Life Balance → Turnover Intention	-0.284	3,445	0,000	Accepted
H2	Job Stress → Turnover Intention	0.420	7,043	0,000	Accepted
H3	Work-Life Balance → Organizational Support	0.676	11,324	0,000	Accepted
H4	Job Stress → Organizational Support	-0.471	6,984	0,000	Accepted
H5	Organizational Support → Turnover Intention	-0.395	4,732	0,000	Accepted

Based on the results of the direct influence hypothesis testing in Table 6, all relationships between variables in the research model showed significant results, so all direct influence hypotheses were declared accepted. The test results showed that Work-Life Balance had a negative effect on Turnover Intention, indicating that the better an employee's ability to balance work and personal life demands, the lower their tendency to leave the organization. Conversely, Job Stress showed a positive effect on Turnover Intention, meaning that increased work pressure and demands can increase employees' desire to seek alternative employment.

In addition, the results of the study indicate that Work-Life Balance has a positive effect on Organizational Support. This finding indicates that employees who perceive a balance between work and personal life tend to have a more positive perception of the organization's attention and concern. Meanwhile, Job Stress has a negative effect on Organizational Support, indicating that high work pressure can reduce employees' perceptions of the support provided by the organization. Furthermore, Organizational Support is proven to have a negative effect on Turnover Intention, indicating that the higher

the support employees perceive, the lower their tendency to leave the organization. These results show that organizational factors play an important role in retaining Generation Z employees through creating a supportive work environment and paying attention to employee well-being.

In addition to testing the direct influence between variables, this study also conducted an indirect effect test to determine the role of Organizational Support as a mediating variable in the relationship between Work-Life Balance and Job Stress on Turnover Intention. Mediation testing was conducted by examining the path coefficient, t-statistic, and p-value of the indirect relationship between constructs.

Table 7. Results of Mediation Effect Testing

Hypothesis	Hypothesis Path	Original Sample (O)	T-Statistic	P-Value	Decision
H6	Work-Life Balance → Organizational Support → Turnover Intention	-0.267	4,264	0,000	Accepted
H7	Job Stress → Organizational Support → Turnover Intention	0.186	3,706	0,000	Accepted

Based on Table 7, the results of the mediation effect test indicate that Organizational Support is able to mediate the relationship between Work-Life Balance and Turnover Intention. This indicates that employees' perceived work-life balance not only directly influences the desire to remain in the organization but also through increasing employees' perceptions of the support provided by the organization. Furthermore, Organizational Support was also shown to mediate the relationship between Job Stress and Turnover Intention, indicating that organizational support can be an important mechanism in mitigating the negative impact of work pressure on employees' desire to leave the organization.

The correlation between variables in the research model showed significant values that met the testing criteria. The p-value for each relationship path indicated that the influence between constructs in the research model was significant. These results indicate that the constructed structural model is capable of explaining the relationship between work-life balance, job stress, organizational support, and turnover intention among Generation Z employees in Tegal Regency.

The test results show that Work-Life Balance has a negative and significant influence on Turnover Intention with a path coefficient value of -0.284, a T-statistic value of 3.445, and a P-value of 0.000. These results indicate that the higher the level of work-life balance perceived by Generation Z employees, the lower their tendency to leave the organization.

Furthermore, Job Stress was shown to have a positive and significant influence on Turnover Intention, with a path coefficient of 0.420, a T-statistic of 7.043, and a P-value of 0.000. These findings indicate that increased job stress will increase employees' desire to leave the organization. Job stress is the factor with the strongest influence on turnover intention in this research model.

Work-Life Balance was also shown to have a positive and significant effect on Organizational Support with a path coefficient value of 0.676, a T-statistic of 11.324, and a P-value of 0.000. These results indicate that the perception of a good work-life balance is related to increased positive employee perceptions of organizational support.

Overall, the research results indicate that all the main relationships in the research model are accepted. Organizational support also acts as a mediating variable in the relationship between Work-Life Balance and Job Stress on Turnover Intention. Thus, organizational factors play a significant role in explaining the mechanisms by which work conditions influence Generation Z employees' decisions to stay or leave an organization.

CONCLUSION

This study shows that Work-Life Balance influences Turnover Intention among Generation Z employees in Tegal Regency, where a better balance between work demands and personal life can reduce the tendency of employees to leave the organization. Conversely, Job Stress has been shown to increase Turnover Intention, indicating that high work pressure can encourage employees to seek alternative employment. In addition, Work-Life Balance also plays a role in increasing perceptions of Organizational Support, so that organizations that are able to create a work environment that supports employee work-life balance will be better able to build positive relationships with their employees.

Furthermore, Organizational Support plays a role as a mediating variable in the relationship between work factors and Turnover Intention. This suggests that organizational attention, appreciation, and concern for employee well-being are important factors in retaining Generation Z employees. Therefore, organizations need to strengthen policies that support work-life balance, manage job stress levels, and increase organizational support as strategies to reduce potential turnover intention..

REFERENCES

Bakker, A. B., & Demerouti, E. (2023). Job demands–resources theory: Taking stock and looking forward. Journal of Occupational Health Psychology, 28(3), 173–192. https://doi.org/10.1037/ocp0000367

De Simone, S., Planta, A., & Cicotto, G. (2021). The role of job satisfaction, work engagement, self-efficacy and perceived organizational support in the relationship between workplace stress and turnover intention. International Journal of Environmental Research and Public Health, 18(15), 7907. https://doi.org/10.3390/ijerph18157907

Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived organizational support: Why caring about employees counts. Annual Review of Organizational Psychology and Organizational Behavior, 7, 101–124. https://doi.org/10.1146/annurev-orgpsych-012119-044917

Hair, J.F., Hult, G.T.M., Ringle, C.M., Sarstedt, M., Danks, N.P., & Ray, S. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook. Springer. https://doi.org/10.1007/978-3-030-80519-7

Kalliath, T., Kalliath, P., & Chan, C. (2020). Work–family balance: A review of the literature and implications for future research. International Journal of Human Resource Management, 31(10), 1245–1272. https://doi.org/10.1080/09585192.2018.1500654

Lesener, T., Gusy, B., & Wolter, C. (2020). The job demands–resources model: A meta-analytic review of longitudinal studies. Work & Stress, 34(1), 1–25. https://doi.org/10.1080/02678373.2019.1697210

Mansour, S., & Tremblay, D. G. (2021). Work–life balance and turnover intention: The mediating role of organizational commitment and job satisfaction. International

Journal of Human Resource Management, 32(14), 3037–3060. https://doi.org/10.1080/09585192.2019.1590835

Ribeiro, N., Gomes, D., & Kurian, S. (2022). Organizational commitment and turnover intention: The role of perceived organizational support and job stress. Sustainability, 14(18), 11636. https://doi.org/10.3390/su141811636

Rudolph, C.W., Allan, B.A., Clark, M.A., Hertel, G., Hirschi, A., Kunze, F., Shockley, K.M., Shoss, M.K., Sonnentag, S., & Zacher, H. (2021). Pandemics: Implications for research and practice in industrial and organizational psychology. Industrial and Organizational Psychology, 14(1–2), 1–35. https://doi.org/10.1017/iop.2020.48