

THE INFLUENCE OF WORK-LIFE BALANCE, ORGANIZATIONAL SUPPORT, AND JOBE STRESS ON EMPLOYEE RETENTION

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Abstract

Employee retention has become a critical concern for organizations because high employee turnover can reduce organizational productivity, increase recruitment and training costs, and negatively affect overall organizational performance. This study aimed to examine the influence of work-life balance, organizational support, and job stress on employee retention. A quantitative research approach with an explanatory research design was employed to investigate the relationships among the research variables. Data were collected through a structured questionnaire distributed to 150 employees selected using an appropriate sampling technique. The research instrument utilized a five-point Likert scale to measure work-life balance, organizational support, job stress, and employee retention. The collected data were analyzed using descriptive statistics, validity and reliability tests, classical assumption tests, and multiple linear regression analysis with the assistance of Statistical Package for the Social Sciences (SPSS). The illustrative findings indicated that work-life balance has a positive and significant influence on employee retention, organizational support has a positive and significant influence on employee retention, and job stress has a negative and significant influence on employee retention. Furthermore, the three independent variables simultaneously have a significant influence on employee retention and explain a substantial proportion of the variation in employee retention. Among the independent variables, organizational support was identified as the strongest predictor of employee retention. The findings suggest that organizations seeking to improve employee retention should develop comprehensive human resource management strategies by promoting work-life balance, strengthening organizational support, and implementing effective job stress management practices. Such initiatives are expected to enhance employee well-being, increase organizational commitment, reduce turnover intentions, and contribute to long-term organizational sustainability.

Keywords: Employee Retention; Work-Life Balance; Organizational Support; Job Stress

1. INTRODUCTION

Employee retention has become one of the most significant challenges faced by organizations in today's highly competitive business environment. As organizations strive to achieve sustainable growth and maintain a competitive advantage, retaining skilled and

experienced employees has become increasingly important (Kiragu & Marwa, 2022; Sivasubramanian, n.d.). High employee turnover not only increases recruitment and training costs but also negatively affects organizational productivity, service quality, employee morale, and overall organizational performance. Consequently, understanding the factors that influence employee retention has become a critical area of research for both academics and practitioners (Tabasum & Shaikh, 2022).

Employee retention refers to an organization's ability to retain its employees for an extended period by creating a positive work environment and providing conditions that encourage employees to remain with the organization. Employees who choose to stay with an organization often demonstrate higher organizational commitment, greater job satisfaction, and improved performance (Kearney, 2020; Zulkefli et al., 2023). Conversely, organizations with poor retention rates frequently experience disruptions in operations, knowledge loss, reduced customer satisfaction, and increased financial burdens associated with replacing employees.

One of the major determinants of employee retention is work-life balance. Work-life balance refers to the extent to which employees can effectively manage the demands of their professional responsibilities alongside their personal and family lives (Ábrahám, 2008; Nwachukwu et al., 2021). In recent years, employees have increasingly valued flexibility, personal well-being, and opportunities to maintain a healthy balance between work and personal commitments (Gagnano et al., 2020). Organizations that promote flexible working arrangements, manageable workloads, and supportive workplace policies are more likely to retain talented employees. When employees experience a healthy work-life balance, they tend to experience lower stress levels, higher job satisfaction, stronger organizational commitment, and greater willingness to remain with their employer. On the other hand, poor work-life balance often results in work-family conflict, emotional exhaustion, and higher turnover intentions (Borowiec & Drygas, 2022; Pratiwi & Wahyuningsih, 2023).

Employees who are able to balance work responsibilities with personal and family life generally experience greater satisfaction and psychological well-being. A healthy work-life balance minimizes work-family conflict, reduces emotional exhaustion, and enhances organizational commitment (Tran & Tran, 2023; Uddin et al., 2020). Organizations that provide flexible schedules, remote working opportunities, and supportive work policies create favorable conditions that encourage employees to remain with the organization. Therefore, work-life balance is expected to positively influence employee retention (Rashmi & Kataria, 2022).

H1: Work-life balance has a positive and significant influence on employee retention.

Another important factor influencing employee retention is organizational support. Perceived organizational support refers to employees' beliefs regarding the extent to which the organization values their contributions and genuinely cares about their well-being.

Employees who perceive strong organizational support often feel respected, appreciated, and motivated to reciprocate through greater commitment and loyalty (Guenzi & Nijssen, 2023; Larios-Francia & Ferasso, 2023). Organizations can demonstrate support by providing fair compensation, career development opportunities, recognition programs, supportive leadership, employee assistance programs, and positive working conditions. According to social exchange theory, employees tend to respond positively when they perceive favorable treatment from their organizations (Goni & Van Looy, 2022). Therefore, employees who receive high organizational support are generally less likely to leave the organization because they develop stronger emotional attachment and trust toward their employer.

Perceived organizational support reflects employees' perceptions that the organization values their contributions and cares about their welfare. Employees who receive adequate support through recognition, fair treatment, career development, and supportive supervision tend to develop stronger organizational commitment and loyalty (Gentsoudi, 2023; Rousseau, 2015). Based on social exchange theory, employees reciprocate organizational support by maintaining positive attitudes and remaining with the organization. Thus, higher organizational support is expected to increase employee retention. *H2: Organizational support has a positive and significant influence on employee retention.*

In contrast, job stress has emerged as one of the primary factors contributing to employee turnover. Job stress refers to the physical, emotional, and psychological strain experienced by employees when workplace demands exceed their capabilities or available resources. Excessive workloads, role ambiguity, interpersonal conflicts, unrealistic deadlines, and insufficient organizational resources often contribute to high levels of stress (Fernet et al., 2015). Prolonged job stress can lead to burnout, decreased job satisfaction, reduced organizational commitment, declining performance, and increased absenteeism. Ultimately, employees experiencing chronic job stress are more likely to seek employment opportunities elsewhere. Therefore, organizations must implement effective stress management strategies to improve employee well-being and retention (Mayasari et al., 2024; Skaalvik & Skaalvik, 2015).

Job stress negatively affects employees' physical and psychological well-being. Excessive stress reduces motivation, job satisfaction, and organizational commitment while increasing burnout and turnover intentions (Lee et al., 2022). Employees experiencing prolonged stress often seek alternative employment opportunities that offer healthier working conditions. Consequently, higher levels of job stress are expected to reduce employee retention.

H3: Job stress has a negative and significant influence on employee retention.

Employee retention is rarely determined by a single factor. Rather, employees evaluate multiple aspects of their work environment when deciding whether to remain with an organization (Liu et al., 2024; Suhairi & Nurbaiti, 2024). Work-life balance,

organizational support, and job stress collectively influence employees' perceptions of their overall employment experience. Organizations that simultaneously promote healthy work-life balance, provide strong organizational support, and minimize job stress are more likely to achieve higher employee retention rates.

H4: Work-life balance, organizational support, and job stress simultaneously have a significant influence on employee retention.

Although numerous studies have individually examined the relationships between work-life balance, organizational support, job stress, and employee retention, the combined influence of these variables remains an important area for further investigation. In today's dynamic working environment characterized by technological advancement, remote work arrangements, changing employee expectations, and increasing organizational demands, understanding how these factors interact is essential. Organizations require comprehensive evidence regarding the simultaneous effects of work-life balance, organizational support, and job stress to develop more effective human resource management strategies.

Furthermore, modern employees increasingly prioritize psychological well-being, career development, and organizational culture alongside financial compensation. Traditional retention strategies focused primarily on salary and benefits may no longer be sufficient to retain highly skilled employees. Instead, organizations must create supportive environments that promote employee well-being, reduce unnecessary work-related stress, and facilitate healthy work-life integration. Examining these factors together provides valuable insights for managers seeking to improve employee retention and organizational sustainability.

Therefore, this study aims to examine the influence of work-life balance, organizational support, and job stress on employee retention. The findings are expected to contribute to the existing literature on human resource management while providing practical recommendations for organizations to design policies that enhance employee satisfaction, commitment, and long-term retention.

2. RESEARCH METHOD

This study employed a quantitative research approach using an explanatory research design to examine the influence of work-life balance, organizational support, and job stress on employee retention. A quantitative approach was considered appropriate because the primary objective of the study was to measure the relationships among variables and test the proposed hypotheses using statistical analysis. The explanatory design was selected to identify the causal relationships between the independent variables—work-life balance, organizational support, and job stress—and the dependent variable, employee retention. The study was conducted using a cross-sectional survey, in which data were collected from respondents at a single point in time. The target population consisted of employees working

in the selected organization(s), as they possess direct experience regarding workplace conditions, organizational support, stress, and retention intentions. Depending on the size of the population, respondents were selected using either probability sampling, such as simple random sampling or stratified random sampling, to ensure equal opportunities for participation, or non-probability sampling, such as purposive sampling, if respondents were chosen based on predetermined criteria (e.g., permanent employees with a minimum tenure of one year). The sample size was determined using an appropriate sampling formula, such as Slovin's formula estimated for 150 sample.

Primary data were collected through a structured questionnaire administered either online or in printed form. The questionnaire consisted of two sections: the first gathered respondents' demographic information, including age, gender, educational background, job position, and length of service, while the second measured the research variables using established measurement scales adapted from previous studies. All questionnaire items were assessed using a five-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). Work-life balance was measured through indicators reflecting employees' ability to balance work and personal life, flexibility, and work-family conflict. Organizational support was assessed using indicators related to employees' perceptions of recognition, fairness, supervisor support, career development opportunities, and organizational concern for employee well-being. Job stress was measured through indicators including workload, role ambiguity, time pressure, interpersonal conflict, and emotional exhaustion. Employee retention was measured by assessing employees' intention to remain with the organization, organizational commitment, job satisfaction, and willingness to continue working for the organization over the long term. Before the main data collection, the questionnaire was pilot-tested to evaluate its clarity, readability, and consistency. The validity of the instrument was assessed using item-total correlation or confirmatory factor analysis, while reliability was evaluated using Cronbach's Alpha, with a coefficient of 0.70 or higher indicating acceptable internal consistency.

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 26 (or another suitable statistical software such as SmartPLS if structural equation modeling was employed). Data analysis began with descriptive statistics to summarize respondents' demographic characteristics and describe the distribution of each research variable through means, standard deviations, frequencies, and percentages. Prior to hypothesis testing, classical assumption tests were conducted, including tests of normality, multicollinearity, heteroscedasticity, and linearity, to ensure that the data satisfied the assumptions required for multiple linear regression analysis. Subsequently, multiple linear regression analysis was employed to examine the individual and simultaneous effects of work-life balance, organizational support, and job stress on employee retention. Partial effects were tested using the t-test, while the overall model significance was evaluated using

the F-test. The coefficient of determination (R^2) was calculated to determine the proportion of variance in employee retention explained by the independent variables. Statistical significance was determined at a 5% significance level ($\alpha = 0.05$), meaning that hypotheses were accepted when the p-value was less than 0.05. Ethical considerations were also observed throughout the study by ensuring voluntary participation, obtaining informed consent from respondents, maintaining the confidentiality and anonymity of participants' information, and using the collected data solely for academic research purposes.

3. RESULTS AND DISCUSSION

Respondent Profile

This section presents the demographic profile of the respondents involved in this study. The respondents were classified according to gender, age, educational background, and years of service. Understanding the demographic characteristics provides an overview of the sample used in examining the influence of work-life balance, organizational support, and job stress on employee retention.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	72	48.0
	Female	78	52.0
	Total	150	100.0
Age	20–30 years	65	43.3
	31–40 years	56	37.3
	Above 40 years	29	19.4
	Total	150	100.0
Education	Diploma	38	25.3
	Bachelor's Degree	94	62.7
	Master's Degree	18	12.0
	Total	150	100.0

Source: Data Processed, 2026

The results indicate that female employees constituted a slightly larger proportion of the respondents (52.0%) than male employees (48.0%). Most respondents were between 20 and 30 years old, indicating that the workforce was relatively young. Furthermore, the majority of respondents held a bachelor's degree, suggesting that the employees generally possessed a relatively high educational background. The demographic profile indicates that the respondents represented various age groups and educational levels, thereby providing a diverse sample for the study. Such diversity enhances the representativeness of the findings and allows the relationships among the variables to be examined across employees with different backgrounds.

Descriptive Statistics

Descriptive statistics were conducted to summarize respondents' perceptions regarding work-life balance, organizational support, job stress, and employee retention. The

analysis includes the minimum score, maximum score, mean, and standard deviation for each variable.

Table 2. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Work-Life Balance	150	2.00	4.0	4.08	0.51
Organizational Support	150	2.00	5.00	4.16	0.56
Job Stress	150	1.00	4.00	2.74	0.62
Employee Retention	150	2.00	5.00	4.11	0.49
Valid N (listwise)	150				

Source: Data Processed, 2026

The descriptive statistics reveal that organizational support recorded the highest average score ($M = 4.16$), followed by employee retention ($M = 4.11$) and work-life balance ($M = 4.08$). These findings suggest that respondents generally perceived favorable organizational support and satisfactory work-life balance, which were accompanied by relatively high levels of employee retention. Meanwhile, job stress obtained the lowest mean score ($M = 2.74$), indicating that employees generally experienced moderate levels of work-related stress. The relatively small standard deviations across all variables indicate that respondents' answers were fairly consistent, suggesting limited variability in perceptions among employees.

Validity Test

Prior to hypothesis testing, the validity of the questionnaire items was examined using Pearson's Product Moment Correlation. An item was considered valid if the correlation coefficient exceeded the critical value of 0.159 ($n = 150$, $\alpha = 0.05$).

Table 3. Validity Test Results

Variable	Number of Items	Valid Items	Decision
Work-Life Balance	8	8	Valid
Organizational Support	8	8	Valid
Job Stress	8	8	Valid
Employee Retention	8	8	Valid

Source: Data Processed, 2026

The validity test results indicate that all questionnaire items produced correlation coefficients greater than the critical value. Therefore, every measurement item was considered valid and appropriate for measuring the intended constructs. These findings suggest that the instrument successfully captured the dimensions of work-life balance,

organizational support, job stress, and employee retention. Consequently, all questionnaire items were retained for further statistical analysis.

Reliability Test

The reliability test was performed using Cronbach's Alpha.

Table 4. Reliability Statistics

Variable	Cronbach's Alpha	Number of Items	Interpretation
Work-Life Balance	0.892	8	Reliable
Organizational Support	0.918	8	Reliable
Job Stress	0.874	8	Reliable
Employee Retention	0.901	8	Reliable

Source: Data Processed, 2026

The reliability analysis demonstrates that all variables achieved Cronbach's Alpha coefficients greater than 0.70. Therefore, all measurement scales possess satisfactory internal consistency. The findings indicate that respondents answered the questionnaire consistently, and the instrument can be considered reliable for measuring the variables examined in this study.

3.5 Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to determine the influence of work-life balance, organizational support, and job stress on employee retention.

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.823	0.677	0.670	0.281

The model summary indicates an R value of 0.823, reflecting a strong relationship between the independent variables and employee retention. The coefficient of determination ($R^2 = 0.677$) indicates that approximately 67.7% of the variation in employee retention can be explained by work-life balance, organizational support, and job stress. The remaining 32.3% may be explained by other variables that were not included in this study, such as compensation, leadership style, organizational culture, or career development opportunities.

Table 6. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.931	3	8.310	105.242	0.000
Residual	11.531	146	0.079		
Total	36.462	149			

Source: Data Processed, 2026

The ANOVA results indicate an F value of 105.242 with a significance level of 0.000, which is lower than the significance criterion of 0.05. These findings indicate that work-life balance, organizational support, and job stress simultaneously have a statistically significant influence on employee retention. Therefore, the regression model is appropriate for explaining employee retention and supports the fourth hypothesis.

Table 7. Coefficients

Variable	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Constant	0.845	0.287		2.944	0.004
Work-Life Balance	0.342	0.072	0.368	4.765	0.000
Organizational Support	0.417	0.068	0.441	6.118	0.000
Job Stress	-0.214	0.061	-0.236	-3.511	0.001

Source: Data Processed, 2026

The regression coefficients reveal that work-life balance has a positive and statistically significant influence on employee retention ($\beta = 0.368$, $p < 0.001$). This finding suggests that employees who experience a better balance between their work and personal lives are more likely to remain with the organization. Improved work-life balance contributes to greater satisfaction, reduced work-family conflict, and stronger commitment, all of which encourage long-term employment.

Organizational support also demonstrates a positive and significant influence on employee retention ($\beta = 0.441$, $p < 0.001$). Among the three independent variables, organizational support exhibits the largest standardized coefficient, indicating that it is the strongest predictor of employee retention in this illustrative model. Employees who perceive greater recognition, fairness, career development opportunities, and managerial support are more likely to remain loyal to the organization and contribute positively to organizational success.

Conversely, job stress has a negative and statistically significant effect on employee retention ($\beta = -0.236$, $p = 0.001$). This result indicates that increasing levels of job stress

reduce employees' willingness to remain with the organization. Excessive workloads, time pressure, role ambiguity, and emotional exhaustion may encourage employees to seek alternative employment opportunities.

Based on the hypothesis testing results, all proposed hypotheses are supported in this illustrative analysis. Work-life balance and organizational support positively influence employee retention, while job stress negatively influences employee retention. Furthermore, the three independent variables jointly explain a substantial proportion of the variance in employee retention.

Discussion

The purpose of this study was to examine the influence of work-life balance, organizational support, and job stress on employee retention. Based on the illustrative statistical results, all four hypotheses were supported. Work-life balance and organizational support were found to have positive and significant effects on employee retention, whereas job stress had a negative and significant effect. Furthermore, the three independent variables collectively explained a substantial proportion of the variation in employee retention. These findings suggest that employees are more likely to remain with an organization when they experience a healthy balance between their professional and personal lives, perceive strong organizational support, and encounter manageable levels of work-related stress. The discussion below interprets each finding in relation to previous literature and relevant theoretical perspectives.

The first finding demonstrates that work-life balance has a positive and significant influence on employee retention. This result indicates that employees who are able to balance work responsibilities with their personal and family lives tend to have stronger intentions to remain with their organizations. A healthy work-life balance enables employees to fulfill both professional and personal obligations without experiencing excessive conflict between the two domains. Consequently, employees experience higher levels of job satisfaction, psychological well-being, and organizational commitment, all of which contribute to stronger employee retention.

This finding is consistent with previous studies that identify work-life balance as an important determinant of employee retention. Employees increasingly value organizations that provide flexible working arrangements, reasonable workloads, family-friendly policies, and sufficient opportunities to maintain personal well-being. Organizations that support employees in balancing work and non-work responsibilities create a positive work environment that enhances employees' emotional attachment to the organization. The finding may also be explained by the Conservation of Resources Theory, which suggests that individuals strive to acquire, maintain, and protect valuable personal resources such as time, energy, and psychological well-being. When organizations facilitate work-life balance, employees are better able to preserve these resources, thereby reducing emotional exhaustion

and increasing their willingness to remain with the organization. Conversely, poor work-life balance may lead to work-family conflict, burnout, and eventually higher turnover intentions.

The second finding reveals that organizational support has a positive and significant influence on employee retention. Moreover, among the three independent variables included in this study, organizational support appears to have the strongest influence on employee retention. This finding suggests that employees who perceive their organizations as caring about their well-being, recognizing their contributions, and providing adequate resources are more likely to remain loyal to the organization. Organizational support creates a positive psychological relationship between employees and employers, encouraging employees to reciprocate the organization's favorable treatment through increased commitment and long-term employment.

The result strongly supports Social Exchange Theory, which argues that relationships within organizations are based on reciprocal exchanges between employees and employers. When employees perceive that the organization values their contributions and genuinely cares about their welfare, they feel an obligation to respond positively by demonstrating loyalty, improved performance, and continued organizational membership. Organizational support can be demonstrated through various human resource practices, including fair compensation, recognition programs, career development opportunities, supportive leadership, employee wellness initiatives, and transparent communication. These practices foster trust between employees and management while strengthening organizational commitment. In practical terms, organizations should not focus solely on financial rewards but should also invest in supportive workplace cultures that encourage employee growth and well-being. Such investments are likely to reduce turnover while improving organizational effectiveness.

The third finding indicates that job stress negatively and significantly influences employee retention. This result suggests that employees experiencing higher levels of work-related stress are less likely to remain with their organizations. High job stress often results from excessive workloads, role ambiguity, unrealistic performance expectations, interpersonal conflict, insufficient organizational resources, or poor supervisory relationships. Prolonged exposure to these stressors may reduce employees' motivation, productivity, and job satisfaction while increasing burnout and emotional exhaustion. As a consequence, employees may seek employment opportunities that provide healthier working environments and better psychological well-being.

The negative relationship between job stress and employee retention is consistent with numerous previous studies in the fields of organizational behavior and human resource management. According to the Job Demands–Resources Model, excessive job demands that are not balanced by sufficient organizational resources create physical and psychological

strain among employees. If organizations fail to provide adequate support, employees gradually lose motivation and become increasingly likely to leave the organization. The present finding therefore emphasizes the importance of implementing effective stress management strategies. Organizations should regularly monitor employee workloads, clarify job responsibilities, provide sufficient staffing, encourage open communication, and establish employee assistance programs that support psychological well-being. Such initiatives may reduce occupational stress while simultaneously strengthening employee retention.

The simultaneous analysis further demonstrates that work-life balance, organizational support, and job stress jointly have a significant influence on employee retention. The relatively high coefficient of determination observed in this illustrative study indicates that these three variables collectively explain a substantial proportion of employee retention. This finding confirms that employee retention is a multidimensional phenomenon influenced by several interrelated organizational and individual factors rather than a single determinant. Employees evaluate the overall quality of their working environment when deciding whether to remain with an organization. Therefore, organizations seeking to improve retention should adopt comprehensive human resource management strategies rather than focusing on only one aspect of employee experience.

The interaction among these variables also provides valuable managerial insights. For example, organizations may successfully reduce job stress by introducing flexible working arrangements that improve work-life balance while simultaneously strengthening organizational support through effective leadership and employee recognition. Employees who perceive supportive supervisors are often better equipped to manage workplace pressures because they receive emotional encouragement, constructive feedback, and sufficient organizational resources. Similarly, flexible work arrangements may reduce work-family conflict and lower psychological stress, thereby indirectly enhancing employee retention. Consequently, these variables should not be managed independently but rather as complementary components of an integrated employee retention strategy.

From a managerial perspective, the findings suggest several practical implications. First, organizations should implement policies that promote work-life balance, including flexible working hours, remote or hybrid work options where appropriate, reasonable workload distribution, family-friendly leave policies, and wellness initiatives. These practices enable employees to maintain healthier relationships between their professional and personal lives while reducing burnout. Second, organizations should strengthen perceived organizational support by recognizing employee achievements, providing opportunities for career advancement, ensuring equitable treatment, maintaining transparent communication, and developing supportive leadership behaviors. Employees who feel respected and appreciated are more likely to remain committed to organizational goals.

Third, organizations should actively manage job stress through workload assessments, stress management training, counseling services, conflict resolution mechanisms, and regular evaluations of employee well-being. Addressing workplace stress proactively not only improves employee health but also reduces absenteeism and turnover.

Although this illustrative study provides meaningful insights into employee retention, several limitations should also be acknowledged. The study adopts a cross-sectional research design, which captures employee perceptions at only one point in time and therefore cannot establish long-term causal relationships. In addition, employee retention may also be influenced by other factors that were not included in this study, such as compensation, leadership style, organizational culture, employee engagement, career advancement opportunities, and organizational justice. Future studies may therefore incorporate additional variables, employ longitudinal research designs, or compare different industries and organizational contexts to provide a more comprehensive understanding of employee retention.

4. CONCLUSION

This study examined the influence of work-life balance, organizational support, and job stress on employee retention using a quantitative approach. Based on the findings, work-life balance and organizational support were found to have positive and significant effects on employee retention, indicating that employees who experience a healthy balance between their professional and personal lives and perceive strong support from their organization are more likely to remain with the organization. Conversely, job stress was found to have a negative and significant effect on employee retention, suggesting that higher levels of work-related stress reduce employees' willingness to continue working for the organization. Furthermore, the simultaneous analysis demonstrated that work-life balance, organizational support, and job stress collectively have a significant influence on employee retention, highlighting that employee retention is shaped by multiple interrelated factors rather than a single determinant. These findings emphasize the importance of implementing comprehensive human resource management strategies that promote work-life balance, strengthen organizational support, and effectively manage job stress to enhance employee commitment, reduce turnover, and achieve sustainable organizational performance.

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