



The Effect of Work–Life Balance and Work Environment on Turnover Intention: The Mediating Role of Job Satisfaction among Beauty Salon Employees in Mataram City

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Abstract: This study examines the effects of work–life balance and work environment on turnover intention, with job satisfaction as a mediating variable among beauty salon employees in Mataram City. A quantitative approach was employed, involving 100 employees from five beauty salons selected through purposive sampling. Data were collected using questionnaires and analyzed using Partial Least Squares Structural Equation Modeling. The findings reveal that work–life balance has a positive and significant effect on turnover intention, whereas the work environment has a negative and significant effect on turnover intention. Work–life balance also has a positive and significant effect on job satisfaction. However, the work environment does not significantly affect job satisfaction, and job satisfaction does not significantly affect turnover intention. Furthermore, job satisfaction does not mediate the relationship between work–life balance and turnover intention or between the work environment and turnover intention. These findings suggest that the work environment plays an important role in reducing employees' intention to leave, whereas the positive relationship between work–life balance and turnover intention indicates the need to consider the specific characteristics of employees and the service industry context. The study contributes empirical evidence regarding turnover intention among beauty salon employees.

Keywords: Work–Life Balance, Work Environment, Job Satisfaction, Turnover Intention, Beauty Salon Employees.

Introduction

Employee turnover intention remains an important issue in human resource management because employees' intentions to leave may disrupt organizational stability and increase the costs associated with recruitment, selection, and employee replacement. This issue is particularly relevant in service-based businesses, where employee performance and interaction with customers directly influence service quality. In the beauty salon industry, employees are required to maintain service standards while responding to customer demands, working schedules, and interpersonal relationships in the workplace. Therefore, understanding the factors associated with employees'

intention to leave is important for developing effective employee retention strategies.

One factor that may be associated with turnover intention is work–life balance, which reflects an employee's ability to manage the demands of work and personal life. Previous studies have demonstrated that the relationship between work–life balance and turnover intention remains an important area of investigation. Maharani and Tamara (2024), for example, examined work–life balance and occupational stress in relation to turnover intention, with job satisfaction as a mediating variable, and found that job satisfaction mediated the relationship between work–life balance and turnover intention. Similarly, Handayani et al. (2024) examined the relationship between work–life balance, job

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satisfaction, and turnover intention and reported significant relationships among these variables.

However, previous findings are not entirely consistent. Yuliani and Ekhsan (2024) found that work-life balance significantly influenced job satisfaction, while its relationship with turnover intention and the mediating role of job satisfaction showed different patterns from those reported in other studies. More recently, Wu et al. (2025) reported that job satisfaction partially mediated the relationship between work-life balance and turnover intention. These differences indicate that the relationship among work-life balance, job satisfaction, and turnover intention may vary depending on organizational and employee characteristics.

In addition to work-life balance, the work environment may also influence employees' decisions to remain in or leave an organization. A supportive work environment can provide employees with physical comfort and positive social interactions, whereas an unfavorable environment may contribute to dissatisfaction and strengthen the intention to seek alternative employment. Research by Laksmi and Prianthara (2024) examined work environment, work-life balance, and turnover intention with job satisfaction as a mediating variable and found that these relationships were significant within their research context. Nevertheless, the findings of previous studies suggest that the effects of the work environment and work-life balance cannot necessarily be generalized across different industries and groups of employees.

Job satisfaction is also considered an important factor in explaining employees' attitudes toward their jobs and their intention to leave. Employees who experience positive feelings toward their work may demonstrate different retention intentions compared with employees who are dissatisfied. Several previous studies have therefore positioned job satisfaction as a mediating mechanism between workplace factors and turnover intention. For instance, Maharani and Tamara (2024) found a mediating role of job satisfaction in the relationship between work-life balance and turnover intention, while Wu et al. (2025) also reported a partial mediating role. These findings support the relevance of further examining job satisfaction as a potential mechanism through which workplace conditions may be associated with employees' intention to leave.

Despite the growing body of research, studies examining the simultaneous relationships among work-life balance, work environment, job satisfaction, and turnover intention remain limited within the context of beauty salon employees. The beauty service industry has distinctive employment characteristics because employees are directly involved in customer service and may experience varying work schedules, service

demands, and workplace conditions. In this study, the research context involves employees from five beauty salons in Mataram City, with 100 respondents participating in the analysis. This context provides an opportunity to examine whether the relationships identified in previous studies are also applicable to employees working in the local beauty service industry.

Therefore, this study aims to examine the effects of work-life balance and work environment on turnover intention, with job satisfaction as a mediating variable among beauty salon employees in Mataram City. The findings are expected to contribute empirical evidence to the literature on employee turnover and provide practical insights for salon management in understanding factors associated with employees' intention to leave.

Method

This study employed a quantitative research design to examine the relationships between work-life balance, work environment, job satisfaction, and turnover intention among beauty salon employees in Mataram City. Job satisfaction was positioned as a mediating variable in the relationship between work-life balance and work environment as independent variables and turnover intention as the dependent variable.

The population of this study consisted of 200 employees working in beauty salons in Mataram City. The research locations were selected using purposive sampling based on predetermined criteria, including beauty salons located in Mataram City, employing at least eight employees, providing relatively comprehensive beauty services, having a relatively high level of customer visits, operating for extended hours, and having operated for at least three years. Based on these criteria, five beauty salons were selected as the research locations. Although the Slovin formula indicated a minimum sample of approximately 133 respondents, 100 completed questionnaires met the research criteria and were included in the final analysis.

Data were collected using a structured questionnaire distributed to employees of the selected beauty salons. The questionnaire measured four main constructs: work-life balance, work environment, job satisfaction, and turnover intention. Responses were measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The analysis consisted of evaluating the measurement model and the structural model. The measurement model was assessed to examine the validity and reliability of the research constructs, while the structural model was evaluated to determine the

relationships among variables and test the proposed hypotheses. Hypothesis testing was conducted using the bootstrapping procedure by examining the path coefficients, t-statistics, and p-values. A relationship was considered statistically significant when the t-statistic exceeded 1.96 and the p-value was below 0.05.

Result and Discussion

This section presents the respondent characteristics, descriptive findings, and hypothesis testing results. The discussion focuses on interpreting the relationships among work-life balance, work environment, job satisfaction, and turnover intention and relating the findings to previous studies.

Respondent Characteristics

A total of 100 beauty salon employees in Mataram City participated in this study. The respondents were categorized based on age, tenure, and gender, as presented in Table 1.

The respondents were predominantly aged 20–25 years and female. In addition, most respondents had worked for one to three years. These characteristics indicate that the study mainly represents relatively young employees with varying levels of work experience in the beauty salon industry.

Structural Model Results

Table 2. Structural Model and Hypothesis Testing Results

Relationship	Path Coefficient	T-Statistic	P-Value	Result
Work-Life Balance → Turnover Intention	0.329	2.772	0.003	Significant
Work Environment → Turnover Intention	-0.480	4.985	0.000	Significant
Work-Life Balance → Job Satisfaction	0.695	9.987	0.000	Significant
Work Environment → Job Satisfaction	-0.066	0.888	0.187	Not significant
Job Satisfaction → Turnover Intention	0.049	0.446	0.328	Not significant
Relationship	Path Coefficient	T-Statistic	P-Value	Result

Source: Primary data processed, 2026.

The results show that work-life balance has a positive and significant effect on turnover intention ($\beta = 0.329$; $t = 2.772$; $p = 0.003$). This finding indicates that an increase in perceived work-life balance was associated with an increase in employees' turnover intention. The result differs from the commonly expected direction, in which a better work-life balance is generally associated with a lower intention to leave.

This finding may indicate that, within the context of beauty salon employees in Mataram City, turnover intention is not determined solely by the employees' ability to balance work and personal life. Other factors, such as compensation, workload, career opportunities, or employment conditions, may also influence employees' decisions to remain in or leave their jobs. The result therefore suggests that the relationship between

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Age	< 20 years	12	12%
	20–25 years	60	60%
	26–30 years	28	28%
Tenure	< 1 year	30	30%
	1–3 years	37	37%
	3–5 years	33	33%
Gender	Female	90	90%
	Male	10	10%

Source: Primary data processed, 2026.

Descriptive Results

The descriptive analysis shows that work-life balance obtained an average score of 3.86, which was categorized as high. This finding indicates that, in general, employees perceived themselves as being able to manage the demands of work and personal life. Meanwhile, turnover intention obtained an average score of 3.16 and was categorized as moderate. This result indicates that, although employees did not demonstrate a very high intention to leave, some respondents still considered the possibility of seeking alternative employment.

The descriptive findings provide an initial overview of employee perceptions; however, the relationships among the variables were further examined through structural model analysis.

work-life balance and turnover intention may differ depending on the characteristics of employees and the organizational context.

This finding can be compared with the previous studies discussed in the original research, including Sutaryo et al. (2024), which examined the relationship among work-life balance, job satisfaction, and turnover intention. The difference in the direction and pattern of the relationships indicates that the influence of work-life balance may vary across research settings.

Furthermore, the work environment has a negative and significant effect on turnover intention ($\beta = -0.480$; $t = 4.985$; $p < 0.001$). This result indicates that a more favorable work environment is associated with a lower intention among employees to leave their jobs. Therefore, workplace conditions represent an important

factor in employee retention within the beauty salon industry.

This result is consistent with the findings of Al Fatah et al. (2024), which showed that the work environment had a significant effect on turnover intention. The consistency of these findings strengthens the argument that improvements in the work environment may contribute to reducing employees' intention to leave. In the context of beauty salons, workplace comfort, relationships among employees, and supportive working conditions may encourage employees to remain in the organization.

The analysis also shows that work-life balance has a positive and significant effect on job satisfaction ($\beta = 0.695$; $t = 9.987$; $p < 0.001$). This relationship represents the strongest significant effect in the structural model. The finding indicates that employees who are better able to balance work responsibilities and personal life tend to experience higher levels of job satisfaction.

This result is in line with previous studies discussed in the research, particularly Sutaryo et al. (2024), which examined the relationship between work-life balance and job satisfaction. The consistency of these findings supports the view that employees' ability to manage the demands of work and personal life is associated with more positive attitudes toward their jobs.

In contrast, the work environment does not have a significant effect on job satisfaction ($\beta = -0.066$; $t = 0.888$; $p = 0.187$). This finding indicates that differences in employees' perceptions of the work environment did not significantly influence their level of job satisfaction. Although the work environment directly affected turnover intention, it did not significantly explain job satisfaction among the respondents.

Similarly, job satisfaction does not have a significant effect on turnover intention ($\beta = 0.049$; $t = 0.446$; $p = 0.328$). This result indicates that job satisfaction was not a significant predictor of employees' intention to leave in the present study. Thus, employees who reported higher or lower levels of job satisfaction did not necessarily demonstrate significant differences in turnover intention.

This finding is consistent with Yuliani and Ekhsan (2024), as discussed in the original thesis, which also found that job satisfaction did not significantly affect turnover intention. The consistency between the two studies suggests that job satisfaction may not always represent the primary factor influencing employees' decisions to leave. Other organizational and individual factors may have a more direct influence on turnover intention.

The Mediating Role of Job Satisfaction

The mediating role of job satisfaction was examined to determine whether job satisfaction explained the relationship between work-life balance and turnover intention and between the work environment and turnover intention. The results indicate that job satisfaction does not mediate either relationship.

Although work-life balance significantly influenced job satisfaction, job satisfaction did not significantly influence turnover intention. Therefore, the indirect relationship between work-life balance and turnover intention through job satisfaction was not supported. Likewise, the work environment did not significantly influence job satisfaction, and job satisfaction did not significantly influence turnover intention. Consequently, job satisfaction also failed to mediate the relationship between the work environment and turnover intention.

This finding is consistent with Yuliani and Ekhsan (2024), which reported that job satisfaction did not significantly mediate the relationship examined in their study. However, the present findings differ from Sutaryo et al. (2024), which examined job satisfaction as a mediating mechanism in the relationship between work-life balance and turnover intention. The differences among these studies indicate that the mediating role of job satisfaction may depend on the characteristics of employees, organizations, and the industry being investigated.

Overall, the findings demonstrate that the work environment is an important direct factor associated with lower turnover intention, whereas work-life balance plays an important role in improving job satisfaction. However, job satisfaction does not serve as a mediating mechanism between work-life balance, work environment, and turnover intention in this study. These findings suggest that turnover intention among beauty salon employees may be influenced by other factors beyond job satisfaction, including work stress, workload, compensation, organizational commitment, employee engagement, and career-related considerations.

Conclusion

This study examined the effects of work-life balance and work environment on turnover intention, with job satisfaction as a mediating variable among beauty salon employees in Mataram City. The findings indicate that work-life balance has a positive and significant effect on turnover intention and job satisfaction. Meanwhile, the work environment has a negative and significant effect on turnover intention but does not significantly affect job satisfaction.

Furthermore, job satisfaction does not have a significant effect on turnover intention and does not mediate the relationships between work-life balance and turnover intention or between work environment and turnover intention.

These findings highlight that the work environment is an important factor directly associated with lower turnover intention among beauty salon employees. In contrast, although work-life balance contributes significantly to job satisfaction, higher job satisfaction does not necessarily lead to lower turnover intention in the present research context. Therefore, efforts to reduce employee turnover intention should not focus solely on improving job satisfaction but should also consider the quality of the work environment and other factors that may influence employees' decisions to remain in the organization.

Overall, this study provides empirical evidence on the relationships between work-life balance, work environment, job satisfaction, and turnover intention in the context of the beauty salon industry in Mataram City. Future research may consider examining additional factors, such as compensation, workload, work stress, organizational commitment, employee engagement, and career development, to provide a broader understanding of employee turnover intention.

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