EMPLOYEE SATISFACTION, COMPENSATION, WORK–LIFE BALANCE, AND ORGANIZATIONAL FACTORS AS PREDICTORS OF EMPLOYEE ATTRITION AN EMPIRICAL HR ANALYTICS STUDY

DR. NAZIA QURESHI

Assistant Professor, Faculty of Commerce and Management, Mittal Institute of Education, Bhopal,
Email ID: nazia.leo@gmail.com

Abstract

Organizations face a significant challenge from employee turnover as it drives up recruitment and training expenses, causes disruptions in their operations, and reduces their knowledge. This study employed an empirical HR analytics approach to look at employee satisfaction, compensation, work–life balance, and organizational factors as predictors of employee attrition. A quantitative and explanatory and predictive design was employed using IBM HR Analytics Employee Attrition and Performance dataset. There were 1470 employees and 35 variables in the dataset, with 237 of those employees leaving the organization and 1233 employees staying. Descriptive statistics, group-comparison tests, Spearman correlation, and binary logistic regression were used, along with predictive performance measures. Those who have suffered attrition indicated lower levels of job satisfaction, environment satisfaction, work-life balance, job involvement, monthly income, job level, and job tenure. Frequent business travel, selected job roles, single marital status, distance from home and time since promotion each had an impact on the likelihood of attrition over time. On the other hand, higher levels of satisfaction, job involvement, training, more stability of the job, and longer tenure with current managers lowered the likelihood of attrition. In logistic regression, the model showed a good accuracy of 76.4%, sensitivity of 64.8%, specificity of 78.6%, and an ROC-AUC value of 0.812, which is good predictive discrimination. The findings reveal that attrition is multifaceted and HR analytics can help in supporting effective employee-retention interventions in a timely, targeted and ethical manner.

Keywords: *employee attrition; employee satisfaction; compensation; work–life balance; HR analytics*

Received:08/04/2026 *Revised: 11/05/2026* *Acceptance: 19/05/2026* *Publication: 26/05/2026*

Introduction

Employees are one of the key strategic resources of an organization as their knowledge, skills, commitment and performance directly affect the productivity, service quality, innovation and future competitiveness of the organization. Therefore, proper employee retention is vital in ensuring organizational stability and fulfillment of the organization's goals. Supportive workplace conditions, employee-centred policies and talent-management practices are all critical in retaining talent and helping to minimise unnecessary disruptions in the workforce (Deery and Jago 2015; Gandy, Harrison, and Gold 2018).

Employee attrition is the progressive loss of employees due to resignation, retirement, discharge, or other causes. Voluntary attrition is significant in that it is a sign of dissatisfaction with the job, compensation, leadership, career, or work environment. Employee turnover has been extensively studied, as the turnover rate is a function of individual, job-related and organizational factors (Belete 2018; Hom et al. 2017). High attrition leads to direct expenses for recruitment, selection, onboarding, and training, as well as indirect expenses like lost morale, institutional knowledge, productivity, and team disruption.

Employee Satisfaction is one of the prime factors that are related to intention to stay / intention to go of the employees of an organization. Overall satisfaction with communication, relationships at work, leadership, and organizational support can enhance employees' job attachment (Abdien 2019; Boakye et al. 2021). There also be differences in job satisfaction among demographic and workforce subgroups; thus, organizational policy and practices should take into account diversity and individual experiences (Choi 2017). Likewise, intention to stay improved by employee wellbeing and workplace spirituality as it provides meaningful and supportive work experiences (Aboobaker, Edward, and KA 2019).

Other factors affecting employee retention include compensation and rewards, career opportunities, and perceived organizational support. Those who feel that there is not enough financial growth, recognition, or career advancement are more likely to think about leaving the organization. Meanwhile, work–life balance is now an issue of major concern, as stressful work schedules, heavy workloads, and tensions between work and home can diminish job satisfaction and boost turnover intention (Dousin, Collins, and Kler 2019; Jaharuddin and Zainol 2019). When the flexible work arrangements and employee-oriented work practices are successful in meeting the needs of the workforce, they have potential to positively affect the organization's performance and employee retention (Klindžić and Marić 2019). Work–life balance is thus a dynamic and multifaceted construct that should encompass the capacity of workers to balance work and non-work demands throughout the life cycle (Kelliher, Richardson, and Boiarintseva 2019).

As increasingly employee-level information becomes available, it has become increasingly common for companies to rely on HR analytics to find patterns that are linked to employee attrition. Workforce analytics can be used to provide evidence-based information about retention risk, workforce planning, and organizational performance which can be used for strategic decision-making (Levenson 2018). It can be used to assist managers to understand the impact of the emerging workplace conditions, such as technological change, organizational support, and competitive climates, on employee intention to leave (Li, Bonn, and Ye 2019).

Employers are still having trouble finding qualified and experienced workers. High attrition rates result in higher recruitment and training costs and can also undermine the continuity of operations. While there are several predictors of turnover in the literature, managers need information on the joint effects of satisfaction, compensation, work–life balance and organizational characteristics. Person–organization fit can influence the relationship between work–life practices and turnover intention (Kakar et al. 2019), making employee retention particularly difficult when there is a lack of fit between personal needs and organizational practices.

Past research often focuses on individual aspects of employee satisfaction, work–life balance, engagement, organizational support, or technology issues. There is a limited amount of research that combines these factors with compensation and other organizational factors into a single employee-level predictive model. Hence, there is a need for a data-driven HR analytics study that assesses the combined impacts of these factors on employee turnover.

The purpose of the study is to assess the relationship between employee satisfaction and employee attrition; to assess the impact of compensation factors on employee attrition; and to explore the impact of work–life balance on employee attrition. It also aims to determine the organizational factors that are closely related to employee turnover, and to build an HR analytics model to predict employee turnover.

2. Literature Review

2.1 Employee Attrition

Employee turnover is the decrease in the company's employee base as employees leave the company by resignation, retirement, termination, redundancy, or other types of separation. Attrition can be voluntary or involuntary; voluntary attrition is when employees choose to leave on their own and involuntary attrition is when the organization decides to end the employment relationship. Voluntary turnover is particularly important because it can indicate a lack of satisfaction, lack of organizational commitment, lack of career opportunities or job offers available elsewhere. Younger employees also have a habit of changing their jobs, thereby making the task of maintaining skilled workforce challenging (Pandey 2019). Costs of recruitment, selection, onboarding, training, productivity and knowledge loss due to high attrition.

2.2 Employee Satisfaction and Attrition

The construct of employee satisfaction is comprised of satisfaction with job responsibilities, environment, interpersonal relationships, and organizational practices. Those who find their work meaningful and coworkers supportive and workplace conditions positive are less apt to think about leaving. Conversely, dissatisfaction can lead to lower commitment and higher turnover intentions. Several studies have been conducted in service industries in which

employee attitudes and perceptions of workplace conditions are a strong indicator of turnover intention (Park and Min 2020).

2.3 Compensation and Attrition
Factors involving compensation are monthly income, salary increases, stock options, incentives, and employee benefits. Employees can have a comparison of their rewards and workload, experience, responsibilities and external labour-market opportunities. The feeling of unfairness in compensation may lower the level of satisfaction and motivate employees to find new jobs. Even though the quality of service provided by retail banking, as opposed to employee turnover, their interconnected approach underscores the increased significance of perceived value and fairness in influencing behavioural reactions (Mittal, Gera, and Batra 2015).

2.4 Work–Life Balance and Attrition
Work-life balance is the capability of employees to balance work and life. Overtime overload, business travel, hectic schedules, and work pressure can lower the levels of wellbeing and raise turnover intention. Work-life balance is especially relevant in labour-intensive industries where emotional burnout and unusual working schedules are typical indicators of turnover (Park and Min 2020).

2.5 Organizational Factors and Attrition
Organizational factors: job involvement, department, job role, training, promotion opportunities, organizational tenure, relationships with supervisors. Factors such as perceived career development, managerial support, fair promotion and meaningful involvement in work are better predictors of employee retention.

2.6 HR Analytics and Employee Attrition
HR analytics turns employee information into evidence to drive workforce decisions. It can help identify attrition patterns, high-risk employee groups, and key retention considerations (Marler and Boudreau 2017). When data quality, analytical skills, and their interpretation by management are properly handled, credible human-capital analytics can also enhance the competitiveness of an organization (Minbaeva 2018). There are several potential limitations to attrition models, however: biased data, lack of generalizability, privacy issues, and an excessive focus on prediction over explanation.

3. Methodology
3.1 Research Design
The research design used in this study was a quantitative, explanatory and predictive research design to analyze employee satisfaction, compensation, work-life balance and organization as predictors of employee attrition. The secondary-data method was cross-sectional since the analysis was based on existing data of employee-level HR analytics. The analysis thus found statistical relationships and forecast patterns but not causal relationships.

3.2 Data Source
The research utilized the free IBM HR Analytics Employee Attrition and Performance data. The dataset is usually characterized as a simulated or fictional HR dataset created to be used in analytical and educational tasks (pavansubhash 2017). It includes data on employee demographics, satisfaction, remuneration, work-life situation, job traits, tenure and attrition. The dataset was chosen since the variables in the dataset were quite close to the study objectives and facilitated both explanatory and predictive analysis. It has correctly recognised its source and has the relevant Open Database Licence and Database Contents Licence terms and conditions.

3.3 Sample
The database had 1,470 records of employees and 35 variables with the individual employee being the unit of analysis. There were 1,233, or 83.9% non-attrition cases and 237, or 16.1% attrition cases among the employees. This was an imbalance that was taken into account in regards to model performance.

3.4 Study Variables
Employee attrition was the dependent variable and was recoded as 1 for “Yes” and 0 for “No.” Employee satisfaction was measured through JobSatisfaction, EnvironmentSatisfaction, and RelationshipSatisfaction. Compensation was represented by MonthlyIncome, PercentSalaryHike, and StockOptionLevel. Work–life conditions were measured using WorkLifeBalance, OverTime, and BusinessTravel.
The organizational variables included JobInvolvement, JobLevel, Department, JobRole, TrainingTimesLastYear, YearsAtCompany, YearsInCurrentRole, YearsSinceLastPromotion, and YearsWithCurrManager. Age, gender, marital status, education, distance from home, and total working years were included as control variables.

3.5 Data Preparation
The dataset was visually inspected to ensure that it did not have any missing values, duplication, inconsistent coding, or outliers. There were no missing values or total duplicates. Categorical variables were re-coded and multicategorical variables transformed into dummy variables. EmployeeNumber was eliminated since it was merely an identifier whereas EmployeeCount, Over18 and StandardHours were eliminated since they had fixed values. Extreme observations were considered but kept in case they were valid employee traits.

3.6 Statistical Analysis

Categorical variables were counted in frequencies and percentages and numerical variables were measured in means and standard deviations. Categorical predictors were tested using chi-square tests to determine the relationship between attrition and the predictors. Independent-samples t tests or the Mann-Whitney U tests were used to compare the employees who have and have not achieved attrition. The level of measurement of the variables was used to apply Pearson or Spearman correlation analysis.

The main analytical method was binary logistic regression since attrition was a dichotomous variable. Regression coefficients, odds ratios, significance values and 95% confidence intervals were reported. The assessment of multicollinearity included variance inflation factors whereas likelihood-ratio statistics, pseudo-R 2, and HosmerLemeshow test were used to measure the fit of the model.

In predictive evaluation, stratified sampling was used to subdivide the dataset into training and testing samples. Performance of the models was evaluated in terms of accuracy, sensitivity, specificity, precision, recall, F 1 -score, receiver operating characteristic curve and area under the curve. An additional comparison also be the use of a decision tree or random forest model.

4. Results

4.1 Sample Characteristics

There were 1,470 records of employees analyzed. The workers were aged between 18 and 60 years old with the average age of 36.92 years. The sample was 60.0 percent male and 40.0 percent female. The majority of the employees were employed in Research and Development, then Sales and Human Resources. The Sales Executives, Research Scientists, and Laboratory Technicians were the biggest occupational categories. In terms of marital status, 45.8% of employees were married, 32.0% were single and 22.2% divorced.

A total of 237 employees were lost, which resulted in an attrition rate of 16.1% as indicated in Table 1, and 1,233 employees stayed in the organization as indicated in Table 1.

Table 1. Demographic and Employment Characteristics of the Sample

Characteristic	Category	Frequency	Percentage
Gender	Male	882	60.0
	Female	588	40.0
Department	Research and Development	961	65.4
	Sales	446	30.3
	Human Resources	63	4.3
Job role	Sales Executive	326	22.2
	Research Scientist	292	19.9
	Laboratory Technician	259	17.6
	Other job roles	593	40.3
Education level	Level 1	170	11.6
	Level 2	282	19.2
	Level 3	572	38.9
	Level 4	398	27.1
	Level 5	48	3.3
Marital status	Married	673	45.8
	Single	470	32.0
	Divorced	327	22.2
Attrition	No	1,233	83.9
	Yes	237	16.1

Figure 1 illustrates the considerable difference between the attrition and non-attrition groups. This imbalance was considered when interpreting the predictive model.

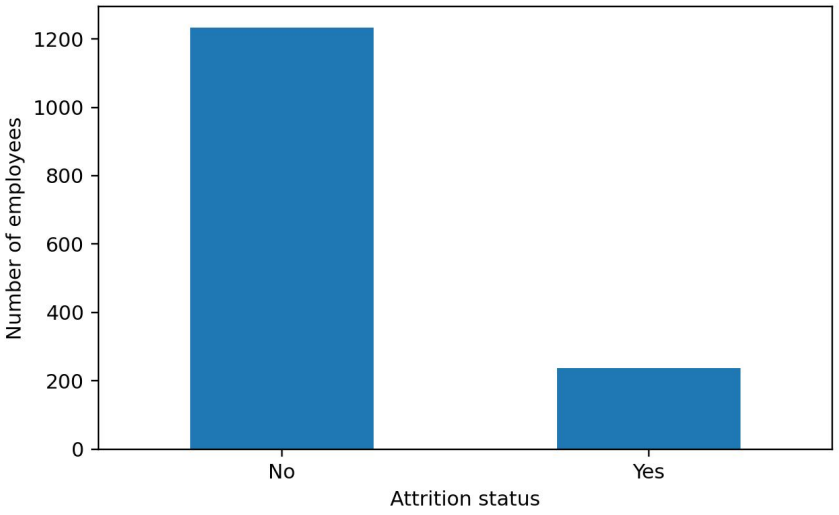

Figure 1. Distribution of Employee Attrition

4.2 Descriptive Statistics

The overall mean satisfaction score for jobs was 2.73, and the mean environment-satisfaction and relationship-satisfaction scores were 2.72 and 2.71, respectively. The average monthly income was 6,502.93 with significant differences being seen among employees. The average work-life balance score was 2.76 and the average score for job involvement was 2.73. The average tenure of the employees with their current employers was 7.01 years.

Descriptive statistics are shown and compared between employees who stayed and those who attrited in Table 2. Particularly, those who left the organization expressed significantly lower levels of job satisfaction, environment satisfaction, work–life balance and job involvement. They were also paid less monthly and were less experienced in the organization.

Table 2. Descriptive Statistics and Attrition-Based Comparisons

Variable	Overall, Mean (SD)	No Attrition, Mean (SD)	Attrition, Mean (SD)	Test Statistic	p
Job satisfaction	2.73 (1.10)	2.78 (1.09)	2.47 (1.12)	3.93	<.001
Environment satisfaction	2.72 (1.09)	2.77 (1.07)	2.46 (1.17)	3.75	<.001
Relationship satisfaction	2.71 (1.08)	2.73 (1.07)	2.60 (1.13)	1.70	.090
Monthly income	6,502.93 (4,707.96)	6,832.74 (4,818.21)	4,787.09 (3,640.21)	7.48	<.001
Work–life balance	2.76 (0.71)	2.78 (0.68)	2.66 (0.82)	2.17	.030
Job involvement	2.73 (0.71)	2.77 (0.69)	2.52 (0.77)	4.66	<.001
Years at company	7.01 (6.13)	7.37 (6.10)	5.13 (5.95)	5.28	<.001
Job level	2.06 (1.11)	2.15 (1.12)	1.64 (0.94)	7.39	<.001
Years since last promotion	2.19 (3.22)	2.23 (3.23)	1.95 (3.15)	1.29	.199
Overtime: Yes	28.3%	23.4%	53.6%	87.56	<.001

4.3 Attrition-Based Comparisons

The results of the comparison showed that there were significant differences between the employees who left and those who were still employed. The average monthly wage for the employees who resigned was about 29.9% less than for the employees who stayed. Attrition cases also had fewer job levels and had been with the company for around 2.24 years fewer.

The greatest categorical difference was found for overtime. Over 50% of employees that attrited worked overtime, while under 25% of employees that stayed worked overtime. No significant difference in years since the last promotion at the bivariate level, however. The results suggest that financial factors were not the only ones associated with attrition, but also factors such as work demands, satisfaction, involvement and organizational attachment.

4.4 Correlation Results

The total working years, monthly income, years with the company, job level, years in current position, years with current manager, level of stock options, and age were negatively correlated with attrition, as measured by Spearman correlation analysis. The relationships were modest, ranging from −.19 to −.20, with the strongest correlations observed between total working years, monthly income, years at the company, and job level, and attrition.

The correlation pattern between the main study variables is presented in Figure 2. Overall, the satisfaction and work–life variables were found to have relatively weak inter-correlations which justified their analysis as separate dimensions.

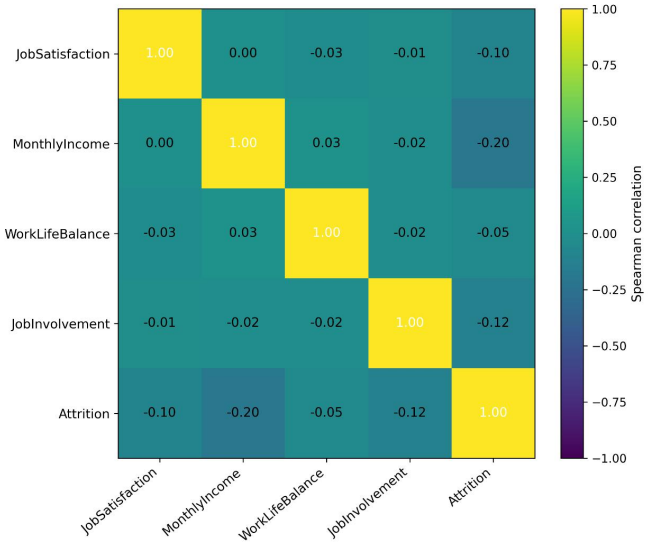

Figure 2. Correlations Among Principal Study Variables

Monthly income was correlated with job level (r = .92), years at the company (r = .85), and years in current job (r = .84), as well as years at the company and years with current manager (r = .84). Multicollinearity was reduced by not including the two variables, job role and income, in the same inferential model as department and job level since they overlap so closely. After this adjustment, the maximum variance inflation factor was 6.77, which is within an acceptable range for the interpretation of the models.

4.5 Logistic Regression Results

The binary logistic regression was statistically significant with the likelihood-ratio < .001, and yielded a McFadden pseudo-R^2 of .306. From the results in table 3, it is found that overtime is one of the strongest variables that influence the decision of an employee to leave the company. Overworkers were over six times more likely to quit than those who didn't work overtime.

About six times higher odds of attrition were associated with frequent business travel. Other occupations with higher odds of at-risk turnover included Sales Representatives, Laboratory Technicians, Sales Executives and Human Resources. Single employees, those who lived further from their workplaces and those who had been promoted least recently were more likely to be likely to leave. Job satisfaction, Environment satisfaction, Relationship satisfaction, Work–life balance, Job involvement, Frequency of training, Age, Years in current job, and Years at current manager decreased the risk of turnover.

Table 3. Significant Predictors of Employee Attrition

Predictor	B	Adjusted OR	95% CI for OR	p
Overtime: Yes	1.854	6.38	4.44–9.18	<.001
Frequent business travel	1.791	6.00	2.74–13.10	<.001
Sales Representative	2.151	8.60	3.09–23.92	<.001
Laboratory Technician	1.609	5.00	2.00–12.48	.001
Single marital status	1.075	2.93	1.53–5.62	.001
Distance from home[1]	0.313	1.37	1.16–1.61	<.001
Years since last promotion[1]	0.568	1.76	1.36–2.28	<.001
Job satisfaction	−0.418	0.66	0.56–0.77	<.001
Environment satisfaction	−0.404	0.67	0.57–0.78	<.001
Job involvement	−0.514	0.60	0.47–0.75	<.001
Work–life balance	−0.318	0.73	0.57–0.92	.008
Years in current role[1]	−0.500	0.61	0.44–0.83	.002
Years with current manager[1]	−0.473	0.62	0.45–0.86	.004
Training times last year[1]	−0.248	0.78	0.65–0.93	.007

Note. OR = odds ratio; CI = confidence interval.

[1]Odds ratios for continuous variables represent a one-standard-deviation increase.

Figure 3 graphically displays the significant adjusted odds ratios. Predictors positioned above an odds ratio of 1 increased attrition risk, while predictors below 1 reduced the likelihood of attrition.

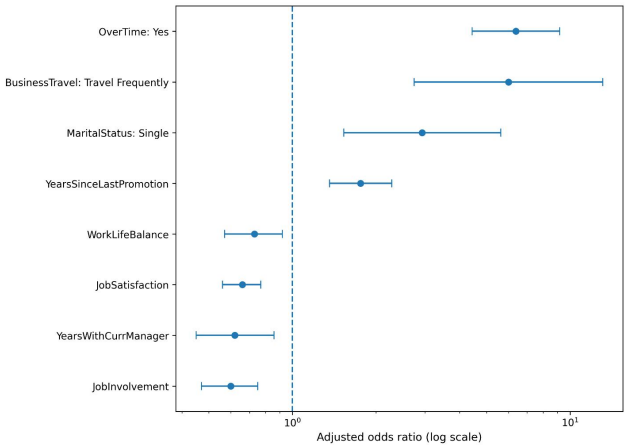

Figure 3. Significant Predictors of Employee Attrition

4.6 Predictive-Model Performance

A total of 441 employees were selected as a test sample and used in the stratified sampling. The overall accuracy of the class-balanced logistic regression model was 76.4% with 337 cases correctly classified. The model correctly identified 46 of the 71 employees that experienced attrition, and 291 of the 370 employees that did not experience attrition.

The model's performance was measured in terms of its sensitivity, specificity, precision, and F1 score, which were 64.8%, 78.6%, 36.8%, and 46.9% respectively. While the small number of attrition cases hampered precision, the model showed a significant prediction of which employees were at risk of leaving.

The performance of this model was good in terms of discrimination (ROC–AUC = .812). The model was shown to classify much better than chance (as in Figure 4).

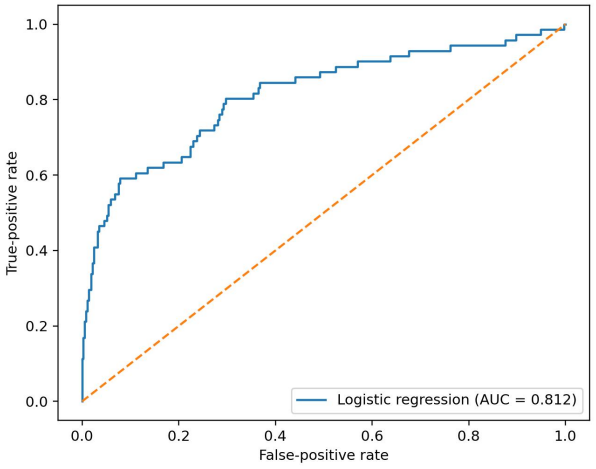

Figure 4. ROC Curve for Employee-Attrition Prediction

On the whole, the results indicated that satisfaction, work demands, travel needs, job involvement, career progression, workplace relationships, or chosen demographic and occupational traits were collectively linked with employee attrition. The most predictable and actionable element of attrition, by management, was overtime.

5. Discussion

The results indicate that employee turnover is influenced by the interplay of satisfaction, remuneration, work life factors and organizational factors. Reduced job satisfaction, environmental satisfaction and job involvement were also found to be significantly related to increased chances of attrition. This implies that employees can stay longer when they feel that their work is meaningful, supportive and in line with their expectations. Value fit between employees and their organizations is thus significant as fit between personal and organizational values enhances retention, not just due to HR policies (Presbitero, Roxas, and Chadee 2016).

Attrition was also affected by compensation, especially using monthly income. The employees who exited the organization received significantly low salaries as compared to the ones who stayed implying that monetary rewards can influence retention. But compensation was not the sole determinant. The findings revealed that one of the strongest predictors of attrition was overtime whereby overtime workers had significantly high chances of leaving their jobs. Reduced work-life balance also heightened the risk of attrition, which validates that work-related high demands undermine wellbeing and attachment to the organization. This explanation aligns with findings that employee wellbeing has organizational and financial payoffs by alleviating burnout, absenteeism, and turnover expenses (Shanafelt, Goh, and Sinsky 2017).

Organizational predictors were significant too. Attrition was linked with shorter duration of the current job, less tenure on the current manager, low job involvement, extensive business travel and extended time since the last promotion.

These results show that career advancement, management relations and work design influence the decision of employees to stay. A positive supervisor can enhance work-family enrichment, motivation and ability of employees to flourish in workplace (Shen et al. 2022).

Current results are generally in line with past studies of employee-turnover. Voluntary turnover is meta-analytically dependent on job attitudes, organizational commitment, employment alternatives, stress, and workplace conditions (Rubenstein et al. 2018). This multidimensional explanation is justified by the significant impact of satisfaction, involvement, work-life balance and organizational tenure in this study.

The significance of job involvement and favorable working conditions are also aligned with studies that affective commitment may enhance employee performance and organizational commitment (Sharma and Dhar 2016). Equally, job satisfaction and work-family condition correlation demonstrates that job crafting can lead to the positive satisfaction effect but also exacerbate the work-family conflict in case of excessive work demands (Zito et al. 2019).

The potent influence of overtime also aligns with the modern reality that the unsustainable workloads and unhealthy organizational cultures are the key factors contributing to the employee withdrawal and resignation (Sull, Sull, and Zweig 2022). Among the surprising findings was the fact that the years since the last promotion did not show any significant difference at the bivariate level but was found to be significant at the multivariate level. This indicates that promotion history can have a role in promoting attrition when other demographic, satisfaction, and organizational factors are held constant.

The research adds to the literature on employee-retention by affirming the fact that attrition cannot be attributed to only one factor. Personal attitudes, financial status, work requirements, career advancement as well as organizational interaction work together. The results hence substantiate a combination perspective of employee retention where satisfaction and attachment to an organization interplay with sensible work conditions. Another way the study advances research in HR analytics is by showing the importance of an integration of interpretable statistical modelling with predictive assessment. Interventions at the retention stage probably work better when they are focused on employees whose behaviour can be manipulated by the organizational action in a realistic manner. The study of uplift modelling also highlights that any retention strategy must be able to identify not just at-risk employees, but also responsive employees (Rombaut and Guerry 2020).

Job satisfaction, work environment, job involvement and employee relationships should be evaluated by managers on a regular basis. Competitiveness and internal equity in compensation policies, especially toward the low-income employees and positions with high turnover potential, need to be reviewed. The workload redistribution, staffing, and flexible work arrangements are possible to decrease excessive overtime.

Promotion transparency, training opportunities, career planning, and manager employee relationships should also be enhanced by organizations. Employees with little role advancement and travellers should receive special consideration. Lastly, HR analytics are to be employed as a kind of early-warning mechanism that reveals the chances of attrition patterns. These models are supposed to be used in supportive interventions as opposed to punitive decisions and the focus of the intervention should be on ameliorating the organizational circumstances that motivate employees to stay.

6. Conclusion

This paper analyzed employee satisfaction, compensation, work life balance and organizational predictors of employee attrition using an open HR analytics data of 1,470 employee records. The results indicated that attrition is not a one-dimensional organizational problem, but it is a multidimensional problem. The attrited employees were, on average, more dissatisfied with their job, environment, work-life balance and job involvement. They also earned less monthly, had less tenure in their organizations and were less attached to their present jobs and supervisors. One of the most powerful and practical predictors of attrition was found to be overtime. Also, frequent business travel, choice of job position, single marital status, increased distance to home, and extended time without promotion heightened the probability of the employees leaving. Conversely, increased job satisfaction, job involvement, work-life balance, involvement in training, job stability, and longer tenure with current managers minimized attrition risk. The predictive model showed good discriminatory performance, meaning that at the employee level, HR data can be used to identify the risk of retention early. Organizations are thus advised to utilize combined strategies of retention instead of solely using salary increment. Managers ought to suppress excessive overtime, consider fairness of compensation, enhance promotion and career-development policies, enhance supervisory relationships, and frequently evaluate employee satisfaction. HR analytics must be a supportive decision-making process in designing timely and ethical retention interventions. However, the data simulated and cross-sectional nature restricts causal and organizational generalization. These findings need to be confirmed by future research in the form of longitudinal data of actual organizations in industries and geographical environments.

References

1. Abdien, Mohamed. 2019. “Impact of Communication Satisfaction and Work-Life Balance on Employee Turnover Intention.” Journal of Tourism Theory and Research 5(2):228–38.
2. Aboobaker, Nimitha, Manoj Edward, and Zakkariya KA. 2019. “Workplace Spirituality, Employee Wellbeing and Intention to Stay: A Multi-Group Analysis of Teachers’ Career Choice.” International Journal of Educational Management 33(1):28–44.
3. Belete, A. K. 2018. “Turnover Intention Influencing Factors of Employees: An Empirical Work Review.” Journal of Entrepreneurship & Organization Management 7(3):1–7.
4. Boakye, Kwabena G., Bettye A. Apenteng, Mark D. Hanna, Linda Kimsey, William A. Mase, Samuel T. Opoku, Charles Owens, and Angela Peden. 2021. “The Impact of Interpersonal Support, Supervisory Support, and Employee Engagement on Employee Turnover Intentions: Differences between Financially Distressed and

Highly Financially Distressed Hospitals." Health Care Management Review 46(2):135–44.
5. Choi, Sungjoo. 2017. "Workforce Diversity and Job Satisfaction of the Majority and the Minority: Analyzing the Asymmetrical Effects of Relational Demography on Whites and Racial/Ethnic Minorities." Review of Public Personnel Administration 37(1):84–107. doi:10.1177/0734371X15623617.
6. Deery, Margaret, and Leo Jago. 2015. "Revisiting Talent Management, Work-Life Balance and Retention Strategies." International Journal of Contemporary Hospitality Management 27(3):453–72.
7. Dousin, Oscar, Ngan Collins, and Balvinder Kaur Kler. 2019. "Work-Life Balance, Employee Job Performance and Satisfaction among Doctors and Nurses in Malaysia." International Journal of Human Resource Studies 9(4):306–19.
8. Gandy, Rob, Patricia Harrison, and Jeff Gold. 2018. "Talent Management in Higher Education: Is Turnover Relevant?" European Journal of Training and Development 42(9):597–610.
9. Hom, Peter W., Thomas W. Lee, Jason D. Shaw, and John P. Hausknecht. 2017. "One Hundred Years of Employee Turnover Theory and Research." Journal of Applied Psychology 102(3):530.
10. Jaharuddin, Nor Siah, and Liyana Nadia Zainol. 2019. "The Impact of Work-Life Balance on Job Engagement and Turnover Intention." The South East Asian Journal of Management 13(1):7.
11. Kakar, Abdul Samad, Nur Naha Abu Mansor, Roselina Ahmad Saufi, and Harcharanjit Singh. 2019. "Work-Life Balance Practices and Turnover Intention: The Mediating Role of Person-Organization Fit." International Journal of Advanced and Applied Sciences 6(9):76–84.
12. Kelliher, Clare, Julia Richardson, and Galina Boiarintseva. 2019. "All of Work? All of Life? Reconceptualising Work-life Balance for the 21st Century." Human Resource Management Journal 29(2):97–112. doi:10.1111/1748-8583.12215.
13. Klindžić, Maja, and Matija Marić. 2019. "Flexible Work Arrangements and Organizational Performance–The Difference between Employee and Employer-Driven Practices." Društvena Istraživanja 28(1):89–108.
14. Levenson, Alec. 2018. "Using Workforce Analytics to Improve Strategy Execution." Human Resource Management 57(3):685–700. doi:10.1002/hrm.21850.
15. Li, Jun Justin, Mark A. Bonn, and Ben Haobin Ye. 2019. "Hotel Employee's Artificial Intelligence and Robotics Awareness and Its Impact on Turnover Intention: The Moderating Roles of Perceived Organizational Support and Competitive Psychological Climate." Tourism Management 73:172–81.
16. Marler, Janet H., and John W. Boudreau. 2017. "An Evidence-Based Review of HR Analytics." The International Journal of Human Resource Management 28(1):3–26. doi:10.1080/09585192.2016.1244699.
17. Minbaeva, Dana B. 2018. "Building Credible Human Capital Analytics for Organizational Competitive Advantage." Human Resource Management 57(3):701–13. doi:10.1002/hrm.21848.
18. Mittal, Sanjiv, Rajat Gera, and Dharminder Kumar Batra. 2015. "An Evaluation of an Integrated Perspective of Perceived Service Quality for Retail Banking Services in India." International Journal of Bank Marketing 33(3):330–50.
19. Pandey, Dhruba Lal. 2019. "Job Hopping Tendency in Millenials." NCC Journal 4(1):41–46.
20. Park, Jeongdoo, and Hyounae Kelly Min. 2020. "Turnover Intention in the Hospitality Industry: A Meta-Analysis." International Journal of Hospitality Management 90:102599.
21. pavansubhash. 2017. "IBM HR Analytics Employee Attrition & Performance." https://www.kaggle.com/datasets/pavansubhasht/ibm-hr-analytics-attrition-dataset.
22. Presbitero, Alfred, Banjo Roxas, and Doren Chadee. 2016. "Looking beyond HRM Practices in Enhancing Employee Retention in BPOs: Focus on Employee–Organisation Value Fit." The International Journal of Human Resource Management 27(6):635–52. doi:10.1080/09585192.2015.1035306.
23. Rombaut, Evy, and Marie-Anne Guerry. 2020. "The Effectiveness of Employee Retention through an Uplift Modeling Approach." International Journal of Manpower 41(8):1199–1220.
24. Rubenstein, Alex L., Marion B. Eberly, Thomas W. Lee, and Terence R. Mitchell. 2018. "Surveying the Forest: A Meta-analysis, Moderator Investigation, and Future-oriented Discussion of the Antecedents of Voluntary Employee Turnover." Personnel Psychology 71(1):23–65. doi:10.1111/peps.12226.
25. Shanafelt, Tait, Joel Goh, and Christine Sinsky. 2017. "The Business Case for Investing in Physician Well-Being." JAMA Internal Medicine 177(12):1826–32.
26. Sharma, Jyoti, and Rajib Lochan Dhar. 2016. "Factors Influencing Job Performance of Nursing Staff: Mediating Role of Affective Commitment." Personnel Review 45(1):161–82.
27. Shen, Chuangang, Rui Liu, Jing Yang, Sanman Hu, and Peixu He. 2022. "How Family Supportive Supervisor Behaviors Enhance Employees' Work-Family Enrichment? Thriving at Work as Mediator and Intrinsic Motivation as Moderator." Psychology Research and Behavior Management Volume 15:3133–46. doi:10.2147/PRBM.S379000.
28. Sull, Donald, Charles Sull, and Ben Zweig. 2022. "Toxic Culture Is Driving the Great Resignation." MIT Sloan Management Review. https://sloanreview.mit.edu/article/toxic-culture-is-driving-the-great-resignation/.
29. Zito, Margherita, Lara Colombo, Laura Borgogni, Antonino Callea, Roberto Cenciotti, Emanuela Ingusci, and Claudio Giovanni Cortese. 2019. "The Nature of Job Crafting: Positive and Negative Relations with Job Satisfaction and Work-Family Conflict." International Journal of Environmental Research and Public Health 16(7):1176. doi:10.3390/ijerph16071176.