



The Influence of Work Life Balance and Individual Organizational Fit on Intentions to Resign, Mediated by Job Satisfaction, Among Dormitory Counselors in Padang

Pengaruh Keseimbangan Kerja Kehidupan dan Kesesuaian Individu Organisasi terhadap Niat Mengundurkan Diri dengan Mediasi Kepuasan Kerja pada Pembimbing Asrama di Padang

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ABSTRACT

This study aims to analyze the effect of Work-Life Balance (WLB) and Person-Organization Fit (PO-Fit) on *Intention to Leave* (ITL) with *Job Satisfaction* (JS) as a mediator among dormitory counselors at boarding schools in Padang City. A quantitative approach was used with a population of all active counselors at Ar Risalah and Sabbihisma (n=77) and purposive sampling. Data analysis was conducted using Partial Least Square–Structural Equation Modeling (PLS-SEM). The results showed that WLB and PO-Fit negatively affected ITL, meaning that the better the work-life balance and fit of the individual with the organization, the lower the counselor's intention to leave. *Job Satisfaction* also negatively affected ITL and acted as a significant mediator in the relationship between PO-Fit and ITL, but was not significant in the relationship between WLB and ITL. These findings emphasize the importance of the fit between individual values, culture, and goals with the organization in increasing *Job Satisfaction* and reducing turnover intention. This research provides strategic implications for boarding school management in increasing job satisfaction, retaining mentors, and ensuring the continuity of the student character development process.

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INTRODUCTION

Employees play a crucial role in the development and sustainability of an organization. They not only serve as the workforce that carries out daily operations but also as a resource that enables the organization to grow and adapt to change. In this context, organizations need to maintain employee satisfaction and engagement to ensure a productive and harmonious work environment. However, in recent years, with rapid social progress and increasing competition, many organizations have faced serious challenges related to increasing employee turnover rates (Sharma et al., 2024).

Level turnover or employee turnover is an important indicator that reflects the stability and health of an organization. Turnover refers to a condition in which employees leave an organization, either voluntarily (resignation) or involuntarily (layoff), and must be replaced by new individuals (Sharma et al., 2024). High turnover rates are a strategic problem because they have various negative consequences, such as increased recruitment and training costs, loss of institutional knowledge and experience, decreased productivity, and disruption to team morale (Griffeth et al., 2000; Mobley, 1977). Therefore, it is important for organizations not only to respond to turnover when it occurs, but also to recognize and manage its early signs. One of the main indicators that is closest to turnover behavior is Intention to Leave (ITL), namely the employee's conscious intention to leave the organization.

Intention to Leave is a direct predictor of behavior turnover current (actual turnover). As explained by Lee & Mitchell (1994) through Unfolding Model of Employee Turnover, The decision to leave is not always linear, but is often triggered by significant events that trigger an evaluation of the current job. Several studies have identified various determinants of ITL. The most frequently associated factor is job dissatisfaction (Brough et al., 2014; Mobley, 1977; Spector, 1985), which includes uncompetitive pay, lack of recognition, monotonous tasks, and limited development opportunities. Other factors that also play a significant role are Work-Life Balance (WLB) and Person-Organization Fit (P-O Fit). An imbalance between work and personal life, such as inflexible working hours, high workloads, or lack of support for family roles, can cause stress and ultimately trigger turnover intentions (Edwards & Rothbard, 2000; Jaharuddin & Zainol, 2019). Likewise, when employees feel a cultural or value mismatch with the organization, feelings of alienation or discomfort arise that encourage turnover intentions (Dalgic, 2022; Saufi et al., 2020).

Work-life balance Work-life balance refers to an individual's ability to balance work demands with personal life needs and responsibilities (Alameddine et al., 2023). The relationship between work and family is causally interconnected, where imbalance in one area directly impacts the other (Edwards & Rothbard, 2000). Therefore, creating a work-life balance environment is crucial in preventing high turnover intentions, especially in educational sectors that demand high emotional involvement, such as dormitory guidance. Employees who perceive a good work-life balance tend to have higher levels of job satisfaction and are less likely to plan to leave their jobs (Jaharuddin & Zainol, 2019; Yusnita & Gursida, 2022). Work-life imbalance significantly contributes to increased psychological distress, burnout, and ultimately turnover intentions (Dousin et al., 2021; S. Kakar, 2022; Roth et al., 2021). The inability to balance the demands of work and personal life, especially in terms of time allocation, increases employees' intention to look for a new job.

Besides Work-life Balance, Low Person-Organization Fit can also lead to weak emotional attachment of employees to the organization, which ultimately increases the intention to leave the organization (S. Kakar, 2022; Maloba & Pillay-Naidoo, 2022). Person-organization fit describes the

extent to which an individual's values, norms, and goals align with the organization's values and culture. When there is a mismatch between personal characteristics and organizational attributes, employees tend to feel disconnected, which can trigger a desire to leave their jobs. Research by Dalgic (2022) shows that Person-organization fit strong relationships can significantly reduce the intention to leave the organization and contribute to increased job resourcefulness, which in turn strengthens employee loyalty. This finding is in line with research by Abdalla et al., 2018, which states that person-organization fit has a negative relationship with intention to leave and can be significantly mediated by person-job fit and person-group fit. Therefore, building person-organization fit A strong relationship can be an effective long-term strategy in creating stable and productive working relationships, which can ultimately reduce the intention to leave the organization.

No less important, Job Satisfaction also plays a mediating role. This means that even if employees experience high workloads or value inconsistencies, as long as they remain satisfied with their jobs (for example, due to good working relationships or support from management), ITL can be suppressed (Maloba & Pillay-Naidoo, 2022; Yusnita & Gursida, 2022). Job Satisfaction Job satisfaction is a positive emotional state that arises from an individual's assessment of their job (Gazi et al., 2024). This concept reflects the extent to which a job fulfills an individual's expectations, needs, and values, which plays an important role in shaping loyalty and performance. Job Satisfaction play a role as a mediator in the relationship between work-life balance and person-organization fit with the intention to leave the organization. Employees who are satisfied with their work-life balance and feel a fit with the organization's values tend to have higher levels of engagement and are less likely to leave the organization (Brough et al., 2014; A. S. Kakar et al., 2019). Job Satisfaction significantly mediates the relationship between person-organization fit and intention to leave, where the indirect effect is through Job Satisfaction even greater than the direct effect (Maloba & Pillay-Naidoo, 2022), similar findings were also put forward by Yusnita and Gursida (2022), who found that work-life balance and Job Satisfaction plays a significant role in reducing employee intention to leave the organization, especially in the financial services sector. Therefore, job satisfaction is not only an end in itself, but also an important pathway connecting organizational factors such as work-life balance and person-organization fit with the employee's intention to stay or leave.

In context boarding school Boarding school supervisors play a strategic role in shaping students' character, morals, and spirituality. They are not merely supervisors, but also educators, mentors, and role models, ensuring that the values of discipline and character development are consistently instilled outside of formal school hours. The success of education at boarding schools depends heavily on the commitment and stability of the supervisor staff. However, in recent years, many boarding schools in Padang City faces challenges in the form of increasing Intention to Leave among mentors. Data shows that more than half of mentors have less than two years of service, indicating a high level of human resource turnover. This condition impacts the sustainability of the mentoring process, recruitment efficiency, and the adaptation of new staff.

Heavy workloads, unconventional working hours, and high emotional stress often lead to an imbalance between work and personal life (work-life imbalance). In addition, the difference between individual values and the disciplined and strict culture of a religion-based organization often creates incompatibilities (person-organization misfit) which leads to stress and intention to leave (Kasekende et al., 2020; Saufi et al., 2020). In this context, person-organization fit is an important factor in maintaining trainer retention. On the other hand, Job Satisfaction acts as an important bridge

between work-life balance and person-organization fit to intention to leave. Employees who are satisfied with their jobs tend to have lower turnover intentions (Maloba & Pillay-Naidoo, 2022; Yusnita & Gursida, 2022). However, previous research findings have been mixed: some found a significant negative relationship between work-life balance and intention to leave, while others showed insignificant results (Raharjo et al., 2019). Similarly, person-organization fit, which in some studies does not always have a direct effect on intention to leave, but rather through mediation Job Satisfaction (Saufi et al., 2020). Therefore, it is important to examine the relationship between these three variables in the context of boarding schools in more depth.

Based on this background, this study aims to fill the gap in empirical studies by analyzing in more depth the influence of work-life balance and person-organization fit to intention to leave, with Job Satisfaction as a mediating variable. The findings of this study are expected to provide a strategic contribution to boarding educational institutions in enhancing organizational resilience by increasing job satisfaction, reducing turnover intentions, and maintaining the continuity of the student character development process.

RESEARCH METHODS

This study uses a quantitative approach that aims to examine the relationship between variables based on previously developed theories. This approach was chosen because it allows for objective analysis of relationships through numerical data processing with statistical methods, so that the research results can be generalized more broadly. The study was conducted in October 2025 at several boarding schools in Padang City, namely Ar Risalah and Sabbihisma, which have a boarding school education system based on religious values and character building. In this context, boarding school counselors play a crucial role in supporting the success of the student character building process through intensive mentoring outside of formal school hours. The study population was all boarding school counselors actively working at the two institutions, with a total of 77 people, consisting of 67 from Ar Risalah Boarding School and 10 from Sabbihisma Boarding School. The sampling technique used a purposive sampling approach, namely selecting respondents based on certain considerations relevant to the research objectives. Because the population is relatively small, this study uses a census technique or saturated sampling, namely all members of the population are used as research respondents. The inclusion criteria include supervisors who are active, willing to participate, and understand the dormitory work system, while the exclusion criteria are supervisors who are on leave, inactive, or refuse to participate.

The types of data used in this study consist of primary and secondary data. Primary data were obtained directly from respondents through the distribution of questionnaires containing statements related to the variables of work-life balance, person-organization fit, job satisfaction, and intention to leave. Secondary data were obtained from internal institutional documents, personnel reports, and various scientific literature relevant to the research topic. The questionnaire was structured with a five-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5), to measure the level of respondent agreement with each statement. The use of a five-point Likert scale was chosen because it has a balance between measurement sensitivity and ease of completion, and allows respondents to express a neutral position more accurately.

Data analysis in this study uses Partial Least Square-Structural Equation Modeling (PLS-SEM) with the help of the latest version of SmartPLS software. This method was chosen because it is

able to analyze the relationship between complex latent variables, both directly and indirectly, and is suitable for models with relatively small sample sizes and non-normal data distribution. The analysis was conducted through two main stages: testing the measurement model (outer model) to assess the validity and reliability of the construct, and testing the structural model (inner model) to see the causal relationship between variables based on the path coefficient, t-statistic, and p-value. The results of this analysis serve as the basis for answering the research hypothesis and provide an overview of the strength and direction of the influence between the variables studied.

RESULTS AND DISCUSSION

This study aims to analyze the influence Work Life Balance (WLB) And Person–Organisational Fit (PO-Fit) to Intention to Leave (ITL), with Job Satisfaction (JS) as a mediating variable. The data analysis stages consist of several steps, starting with respondent characteristics, the outer model, the inner model, and hypothesis testing.

Descriptive Characteristics of Respondents

The results of data distribution to 77 respondents from two boarding schools show the following characteristics:

Table 1. Descriptive information regarding sample characteristics (n=77)

Category		Total	(%)
NumberBoarding School	Ar Risalah	67	87,0
	Swimming	10	13,0
Age	< 25	29	37,7
	25 – 30	35	45,5
	31 – 35	10	13,0
	36 – 40	1	1,3
	> 40	2	2,5
Gender	Man	34	44,2
	Woman	43	55,8
Marital status	Not / Not Married	49	63,6
	Marry	28	36,4
	Not / Not Married	49	63,6
Education	High School / Equivalent	16	20,8
	D3	4	5,2
	S1	49	63,6
	S2	1	1,3
	Others (D1/Ma'had)	7	9,1
Length of work	< 1 year	21	27,3
	12 years old	18	23,4
	3 – 5 years	22	28,6
	6 – 8 years	11	14,3
	> 8 years	5	6,4

Source: Processed Primary Data (2025)

Most of the respondents came from Ar Risalah Boarding School as many as 67 people (87.0%), while the rest were from Sabbihisma Boarding School as many as 10 people (13.0%). Based on age, the majority of respondents were in the 25–30 years age range as many as 35 people

(45.5%), followed by the <25 years age group as many as 29 people (37.7%). Meanwhile, respondents aged 31–35 years numbered 10 people (13.0%), 36–40 years as many as 1 person (1.3%), and >40 years as many as 2 people (2.5%). This shows that most of the respondents were in the young and productive age group. In terms of gender, female respondents were slightly more than male, namely as many as 43 people (55.8%), while men numbered 34 people (44.2%). Based on marital status, most of the respondents were unmarried or not married as many as 49 people (63.6%), while those who were married numbered 28 people (36.4%). In terms of education level, the majority of respondents had a bachelor's degree (49 people) (63.6%), followed by 16 high school graduates (20.8%), others (D1/Ma'had) (7 people) (9.1%), D3 (4 people) (5.2%), and S2 (1.3%). This indicates that most respondents have a higher educational background. In terms of length of service, respondents with 3–5 years of service dominated (22 people) (28.6%), followed by <1 year (21 people) (27.3%), 1–2 years (18 people) (23.4%), 6–8 years (11 people) (14.3%), and >8 years (5 people) (6.4%). Thus, the majority of respondents have relatively recent to intermediate work experience. Overall, the characteristics of the respondents show that the majority are young educators or staff from Ar Risalah Boarding School, aged 25–30 years, have a bachelor's degree, are not married, and have worked for between 3–5 years.

Outer Model

For data analysis, this study used a variance-based Structural Equation Modeling (SEM) approach, namely Partial Least Squares (PLS-SEM). The analysis process was carried out in two stages as described by Henseler et al. (2016): the measurement model evaluation stage and the structural model evaluation stage. To test the significance of the parameters in the model, the bootstrapping method was used as suggested by Chin (1998). Through this resampling technique, the level of significance of the path coefficients, as well as the weights and loadings of the indicators forming each latent construct, can be obtained. A good measurement model is characterized by adequate levels of reliability and validity. Common internal consistency measures used to assess reliability include ρ_A (rho-A), Jöreskog's rho, and Cronbach's alpha (Henseler et al., 2016). A reliability value below 0.7 is still acceptable in the initial exploration stage, but in the further research stage, a good reliability value is expected to reach 0.8 to 0.9 or more. In addition, Average Variance Extracted (AVE) was used to measure the convergent validity of each latent construct. The initial structural model in this study is presented in the following figure.

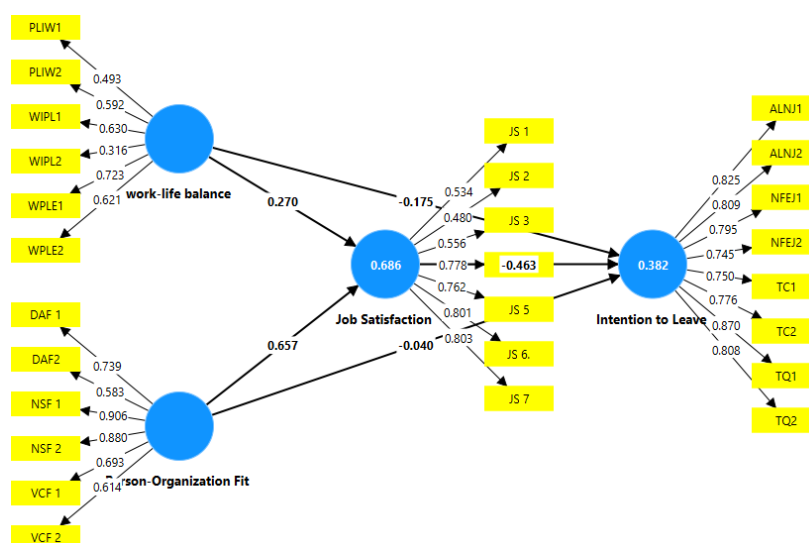


Figure 1. Test Results Outer Model Early

Based on the results of convergent validity testing, most indicators in the four constructs have outer loading values above 0.5, making them valid in measuring their respective constructs. However, several indicators had to be removed because their loading factors were <0.5 , namely: PLIW1 (0.493) and WIPL2 (0.316) in the construct Work Life Balance (WLB), and JS2 (0.480) on the construct Job Satisfaction (JS). Other indicators in WLB (PLIW2, WIPL1, WPLE1, WPLE2), PO-Fit (DAF1, DAF2, NSF1, NSF2, VCF1, VCF2), JS (JS1, JS3–JS7), and ITL (ALNJ1, ALNJ2, NFEJ1, NFEJ2, TC1, TC2, TQ1, TQ2) had loadings above 0.5 to 0.87 and were therefore retained. After the removal of invalid indicators, the final measurement model met the convergent validity criteria as recommended by Hair et al. (2022) and Shela et al. (2023), where indicators with a loading factor ≥ 0.5 were declared valid in the PLS-SEM analysis.

After removing the loading factors that do not meet the criteria, the final model can be seen as follows:

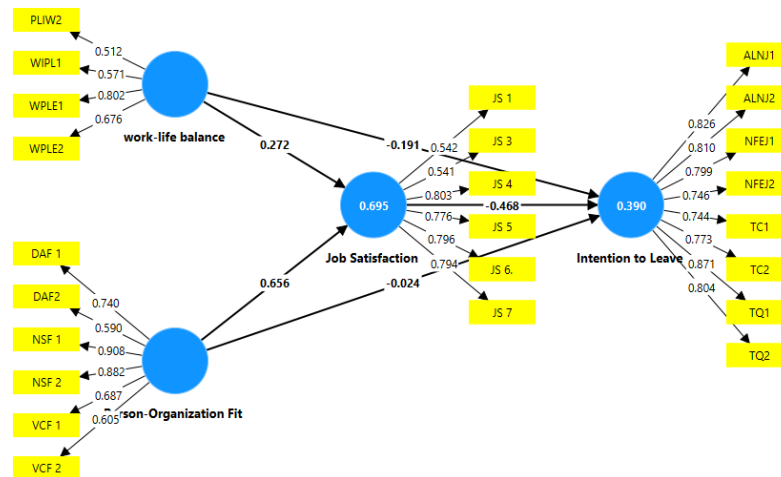


Figure 2. Test Results Outer Model End

Measurement Model.

Next, the measurement model was tested to assess the validity and reliability of the instrument using several methods, namely: Variance Inflation Factor (VIF) to detect the possibility of multicollinearity, factor loading to test the validity of the indicator. After removing the indicator, the measurement model has met the criteria convergent validity according to recommendations (Hair et al., 2022; Announcemet et al., 2023), which states that indicators with loading factor ≥ 0.5 can be declared valid in data-based research Partial Least Squares (PLS), Cronbach's alpha, and Composite Reliability (pc) to assess internal consistency, and Average Variance Extracted (AVE) to measure convergent validity. The results met standard criteria, indicating that all constructs and indicators in this study were valid and reliable. The following table summarizes the test results.

Tabel 2. Scales and measurement model.

Constructs/Dimension/Indicator	Variance inflation	Factor loading	Cronbach's alpha	Composite reliability	AVE
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factor (VIF)					
Work Life Balance (WLB)					
WIPL1	1,243	0,888	0,556	0,740	0,422
PLIW2	1,225	0,899			
WPLE1	1,258	0,939			
WPLE2	1,243	0,924			
Person – Organisational Fit(PO - Fit)					
VCF1	4.060	0,687	0,834	0.947	0.689
VCF2	2.630	0,605			
NSF1	5.856	0,908			
NSF2	4.564	0,882			
DAF1	1,715	0,740			
DAF2	1,479	0,590			
Job Satisfaction (JS)					
JS1	1,267	0,542	0,805	0,880	0,516
JS3	1,398	0,541			
JS4	2,166	0,803			
JS5	2,006	0,776			
JS6	2,386	0,796			
JS7	2,441	0,794			
Intention to Leave (ITL)					
NFEJ1	3.125	0,799	0,919	0.933	0,637
NFEJ2	1.923	0,746			
TQ1	3.324	0,871			
TQ2	2.706	0,804			
TC1	2.946	0,744			
TC2	2,447	0,773			
ALNJ1	0,826	0,826			
ALNJ2	0,810	0,810			

Source: Processed Primary Data (2025)

Based on the results of the measurement model testing, it can be concluded that this research instrument meets the validity and reliability criteria. All indicators show a Variance Inflation Factor (VIF) below 10, so there is no multicollinearity problem between indicators in each construct. In terms of indicator validity, most indicators have a factor loading above 0.5, indicating that these indicators are valid in measuring the relevant construct, including indicators in WLB, PO-Fit, JS, and ITL. For internal reliability, Cronbach's alpha values range from 0.556 to 0.919, while Composite Reliability (pc) is above 0.74 to 0.947, indicating adequate to high internal consistency, although WLB has a slightly lower alpha, but it is still acceptable at the initial stage of the study. The Average Variance Extracted (AVE) of most constructs showed a value ≥ 0.5 , with PO-Fit of

0.689, JS 0.516, and ITL 0.637, so the construct's convergent validity was quite good, although the WLB was slightly below 0.5 (0.422) but was still acceptable in the initial exploration stage. Overall, this measurement model has been proven valid, reliable, and free from multicollinearity, making it suitable for use in further structural analysis in PLS-SEM-based research.

Discriminant validity

Based on the results of discriminant validity testing using the Heterotrait-Monotrait ratio (HTMT) and Fornell-Larcker criterion, it can be explained as follows.

Tabel 3. Discriminant validity

Heterotrait-Monotrait ratio (HTMT) -						
Contstrcuts	Intention leave	to	Job Satisfaction	Person Organisational Fit	–	Work Balance
Intention to leave						
Job Satisfaction	0,679					
Person	–		0,947			
Organisational Fit	0,531					
Work Life Balance	0,631		1,860	0,710		
Fornell-Larcker criterion						
Intention to leave	0,798					
Job Satisfaction	-0,606		0,719			
Person	–		0,801	0,746		
Organisational Fit	-0,500					
Work Life Balance	-0,494		0,621	0,533		0,650
Meaning of Work	0.812		0.745	0.905		0.938

Source: Processed Primary Data (2025)

From the HTMT perspective, the HTMT value between constructs should be below 0.85 (Hair et al., 2022) to demonstrate adequate discriminant validity. The test results show that most HTMT values between constructs are below this threshold, such as between Intention to Leave And Job Satisfaction (0,679), Intention to Leave And Person–Organisational Fit (0,531), and Person–Organisational Fit And Work Life Balance (0,710). However, there are high HTMT values of more than 0.85, for example between Job Satisfaction And Person–Organisational Fit (0,947) and Work Life Balance And Job Satisfaction (1,860), which indicates the possibility of construct overlap or a lack of discriminant validity between the constructs. Meanwhile, based on the Fornell-Larcker criterion, the diagonal value indicating the square root AVE of each construct is greater than the cross-construct correlation value, generally supporting discriminant validity. For example, Intention to Leave (0,798) is higher than its correlation with other constructs, Job Satisfaction (0,719), PO-Fit (0,746), and WLB (0,650). This indicates that the construct Intention to Leave relatively well discriminated. However, some other constructs have quite high correlations, for example between Person–Organisational Fit and Meaning of Work (0,905) or between Work Life Balance and Meaning of Work (0,938), indicating a high degree of variance similarity, so discriminant validity between several constructs still needs to be considered. In general, most constructs demonstrated adequate discriminant validity, but several construct pairs, particularly Job Satisfaction, Work-Life Balance, and Person–Organizational Fit, had high HTMT or correlation values, indicating potential construct overlap. Therefore, researchers need

to carefully consider re-evaluating the model or interpreting the results for constructs with high correlations.

Inner Model Evaluation

Evaluation inner model The aim is to test the structural relationships between latent constructs in a research model. Before interpreting the results, it is necessary to ensure that the model meets several evaluation criteria. An inner model is considered adequate if it meets several important requirements, reflecting the strength, accuracy, and predictive ability of the relationships between constructs.

R-Square(R²)

Table 4. R² values

Variables	R-square	R-square adjusted
Intention to leave	0,390	0,365
Job Satisfaction	0,695	0,686

Source: Processed Primary Data (2025)

Based on the results of the calculation of the R² value and R² adjusted, obtained a picture of the contribution of the independent variables to the dependent variables in the model. For the variables Intention to leave, the R² value is 0.390 and R² adjusted 0.365, which indicates that approximately 36.5% of the variation in employee intention to leave the organization can be explained by the independent variables in the model, while the remaining 63.5% is influenced by other factors outside the model. Meanwhile, for the variable Job Satisfaction, The R² value was recorded at 0.695 and R² adjusted 0.686, meaning 68.6% of the variation in job satisfaction can be explained by the independent constructs in the model. This value indicates a significant contribution, thus the model has good predictive ability for job satisfaction. Overall, the model shows moderate to high ability to explain variation in the dependent variable, with Job Satisfaction has a higher level of explanation compared to Intention to leave.

Effect Size (F- Square)

Table 5. F-value Square

Variables	Intention to leave	Job Satisfaction	Person Organisational Fit	– Work Life Balance
Intention to leave				
Job Satisfaction	0,110			
Person – Organisational Fit	0,000	1,010		
Work Life Balance	0,036	0,174		

Source: Processed Primary Data (2025)

The f² value is used to measure the contribution of each independent variable to the dependent variable. In general, Cohen's (1988) guidelines state that an f² value of 0.02 is considered a small effect, 0.15 a medium effect, and 0.35 a large effect. Based on the results: Job Satisfaction contributes to other dependent variables with an f² of 0.110, which is included in the small to medium effect category, indicating that its influence on the dependent construct is relatively significant but not dominant. Person–Organisational Fit has an f² of 1.010, which is included in the very large effect category, indicating a very dominant contribution to the measured dependent variable.

Meanwhile, Work Life Balance has an f^2 value of 0.036 to 0.174 depending on the pair of variables, which includes small to medium effects, indicating that the contribution of this variable to the dependent variable is quite limited but still significant. Overall, Person–Organisational Fit is the construct that has the greatest influence in the model, while Job Satisfaction And Work Life Balance provide a more moderate contribution to the dependent variable.

Predictive relevance (Q2)

Tabel 6. Predictive relevance (Q2)

	SSO	SSE	Q ² SSE/SSO) (=1-
Intention to Leave (ITL)	616.000	483.692	0.215
Job Satisfaction (JS)	462.000	306.109	0.337
Person – Organisational Fit (PO - Fit)	462.000	462.000	0.000
Work Life Balance (WLB)	308.000	308.000	0.000

Source: Processed Primary Data (2025)

Based on the test results predictive relevance (Q²) using the PLS-SEM method, it was found that the construct Intention to Leave (ITL) has a Q² of 0.215, whereas Job Satisfaction (JS) has a Q² of 0.337, shows that both constructs have moderate to good predictive ability against the endogenous variables in the model. Meanwhile, the construct Person–Organisational Fit (PO-Fit) And Work Life Balance (WLB) has Q² = 0.000, indicating that these two constructs have no predictive ability towards other endogenous variables in the model. Overall, this model shows that only ITL and JS have a significant predictive contribution, while PO-Fit and WLB do not provide significant predictions in the analyzed model.

Goodness of Fit (GoF)

The calculation for the Goodness of Fit value is as follows:

$$GoF = \sqrt{0,778 * 0,791}$$

$$GoF = 0,7845 = 785$$

Mark Goodness of Fit (GoF) of 0.785 indicates that the model has a very good fit. Based on the criteria from Hair et al. (2017), a GoF value of more than 0.36 is sufficient. **considered large (GoF Large)**, so that this research model can be said to have very good accuracy in describing the relationship between variables in the inner model and outer model.

Hypothesis

Statistical testing is carried out using the method bootstrapping as follows:

Table 7. Direct Effect Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Life Balance (WLB) -> Intention to Leave (ITL)	-0,318	-0,332	0,130	2,441	0,015
Person – Organisational Fit (PO - Fit) -> Intention to Leave (ITL)	-0,331	-0,334	0,142	2,326	0,020
Job Satisfaction (JS) -> Intention to Leave (ITL)	-0,468	-0,449	0,196	2,386	0,017

Work Life Balance (WLB) -> Job Satisfaction (JS)	0,272	0,277	0,114	2,391	0,017
Person – Organisational Fit (PO - Fit) -> Job Satisfaction (JS)	0,656	0,660	0,087	7,541	0,000

Source: Primary Data, 2025 (processed)

Based on the results of the PLS-SEM analysis, Work Life Balance (WLB) has been proven to have a negative and significant impact on Intention to Leave ($O = -0.318$; $T = 2.441$; $P = 0.015$), which means that the better the work-life balance of employees, the lower their intention to leave the organization. Similarly, Person–Organisational Fit (PO-Fit) has a negative and significant effect on Intention to Leave ($O = -0.331$; $T = 2.326$; $P = 0.020$), indicating that employee fit with the organization's culture, values, and goals reduces turnover intentions. Job Satisfaction (JS) also has a negative and significant influence on Intention to Leave ($O = -0.468$; $T = 2.386$; $P = 0.017$), so that high job satisfaction also reduces employee intentions to leave the organization. In addition, WLB has a positive and significant effect on Job Satisfaction ($O = 0.272$; $T = 2.391$; $P = 0.017$), indicating that increasing work-life balance increases job satisfaction, while PO-Fit has a positive and very significant effect on Job Satisfaction ($O = 0.656$; $T = 7.541$; $P = 0.000$), which indicates that employee fit with the organization significantly increases job satisfaction. Thus, all research hypotheses are accepted, confirming the important role of WLB, PO-Fit, and JS in influencing employee intention to remain in the organization.

Table 8. Testing of Indirect Effect (Mediation Effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Life Balance (WLB) -> Intention to Leave (ITL)	-0,127	-0,127	0,082	1,554	0,120
Person – Organisational Fit (PO - Fit) -> Intention to Leave (ITL)	-0,307	-0,294	0,131	2,338	0,019

Source: Processed Primary Data (2025)

Based on the analysis of indirect effects, Work Life Balance (WLB) does not have a significant effect on Intention to Leave (ITL) through a mediator Job Satisfaction (JS) ($O = -0.127$; $T = 1.554$; $P = 0.120$), so Hypothesis 6 is rejected. This means that although WLB can increase job satisfaction, in this study it was not proven to reduce employee intention to leave through the JS mediation channel. On the contrary, Person–Organisational Fit (PO-Fit) has a negative and significant indirect effect on ITL through JS ($O = -0.307$; $T = 2.338$; $P = 0.019$), which indicates that employee fit with the organization increases job satisfaction and indirectly decreases the intention to leave the job. Thus, Hypothesis 7 is accepted, confirming that Job Satisfaction acts as an effective mediator between PO-Fit and Intention to Leave.

Discussion

Research results regarding Work Life Balance (WLB), Person–Organisational Fit (PO-Fit), Job Satisfaction (JS), and Intention to Leave (ITL) among boarding school supervisors in Padang City provides a comprehensive overview of the factors influencing employees' intention to stay or leave the organization. The analysis shows that the average WLB score of supervisors is in the

sufficient category (mean = 4.00; TCR = 79%), indicating that most supervisors are able to balance work responsibilities with their personal lives. This finding supports the first hypothesis, that WLB has a negative and significant effect on ITL. The better the work-life balance, the lower the supervisor's intention to leave the job. This finding aligns with Herzberg's Two-Factor Theory (1959) and previous research by Noor (2011), Suifan et al. (2016), Chiat & Panatik (2019), and Karanja et al. (2025), which emphasize that personal well-being, time flexibility, and managerial support reduce turnover intentions. The practical implication is the importance of boarding school management in designing policies that support work flexibility, mental well-being, and autonomy in the job to increase retention.

The second hypothesis highlights the influence of PO-Fit on ITL. The results show that PO-Fit has a negative and significant effect on ITL, where the higher the congruence between an individual's values, goals, and culture with the organization, the lower the turnover intention. The average PO-Fit score of coaches was quite high (mean = 4.00; TCR = 80%), although some items were lower, such as the fit between abilities and job demands. This finding is consistent with research by Saufi et al. (2020), Mahardika et al. (2023), Yaqub et al. (2021), and Başak Coşkun et al. (2022), which showed that individual-organizational alignment plays a significant role in reducing turnover intention. PO-Fit is considered a motivating factor that increases employee satisfaction, emotional attachment, and loyalty. Therefore, organizations need to implement value-based selection, cultural orientation, and competency development programs to maximize individual-organization fit.

The third hypothesis suggests that Job Satisfaction has a significant negative effect on ITL. The higher the job satisfaction of the coaches, the lower their intention to leave the organization, with an average JS score of 3.94 (TCR 79%). Frequency distribution analysis shows the highest satisfaction with interpersonal relationships and pride in work, while compensation remains an area that needs improvement. This finding aligns with Herzberg (1959) and research by Arshadi & Damiri (2013), Celik & Oz (2011), Romadhoni et al. (2020), Maryati et al. (2025), and Silva & Laimer (2023), which confirm that motivating and hygiene factors significantly reduce turnover intentions. Practical implications include increased compensation, strengthened work relationships, and support and recognition from superiors.

The fourth hypothesis tested the effect of WLB on JS. The analysis results showed a significant positive effect ($O = 0.272$; $T\text{-Stat} = 2.391$; $P < 0.05$), confirming that the better the work-personal balance, the higher the job satisfaction. The frequency distribution confirmed that aspects of work relationships and personal-work experiences are mutually supportive. This finding is supported by Rondonuwu et al. (2018), Adriano & Callaghan (2020), Nurendra & Saraswati (2016), Adikaram & Jayatilake (2016), and Ogunola (2022), who emphasized the importance of WLB in increasing job satisfaction through Herzberg's motivator and hygiene factors.

The fifth hypothesis indicates that PO-Fit has a highly significant positive effect on JS ($O = 0.656$; $T\text{-Stat} = 7.541$; $P < 0.05$). The higher the individual's fit with the organization's values, culture, and goals, the higher the job satisfaction. The frequency distribution shows the highest scores for the fit between personal values and organizational values and the achievement of job expectations. This finding is consistent with Shah & Ayub (2021), Apriano Rinaldo Putra et al. (2023), Oktridaini & Suryosukmono (2024), and Pradana & Tulasi (2021), who emphasize PO-Fit as a key factor in increasing intrinsic satisfaction and work motivation. Practical implications include tailoring recruitment, cultural orientation, and individual needs-based training.

The sixth hypothesis tested the indirect effect of WLB on ITL through JS. The results showed an insignificant effect ($O = -0.127$; $T\text{-Stat} = 1.554$; $P > 0.05$). Although WLB increased JS, job

satisfaction was not strong enough to reduce turnover intentions, possibly due to the context of dormitory supervisors living and working in the same environment, which blurred the work-personal boundaries. This finding is in line with Haryadi et al. (2025), Calista et al. (2025), and Sukarman (2022), as well as Herzberg's theory that WLB is a hygiene factor that prevents dissatisfaction but does not automatically increase loyalty.

The seventh hypothesis shows a significant indirect effect of PO-Fit on ITL through JS ($O = -0.307$; $T\text{-Stat} = 2.338$; $P < 0.05$). The higher the individual-organization fit, the higher the JS, resulting in decreased turnover intention. This finding aligns with those of Herzberg, Zhang et al. (2017), Octaviani (2022), and Suciningtyas et al. (2022), who emphasized the role of JS as an effective mediator in the PO-Fit $\rightarrow$ ITL relationship. The practical implication is the importance of organizations improving PO-Fit through selection, placement, and development programs, thereby increasing job satisfaction and maintaining employee retention.

Overall, this study confirms that WLB, PO-Fit, and JS play a significant role in reducing ITL. WLB and PO-Fit increase job satisfaction, PO-Fit indirectly decreases turnover intention through JS, while WLB does not show a significant mediating effect. These findings provide a theoretical and practical basis for boarding school management to design retention strategies by improving work-personal balance, individual-organization fit, and job satisfaction, while maintaining the quality of dormitory counselors and service continuity.

CONCLUSION

Based on the research results, it can be concluded that Work-Life Balance (WLB) And Person–Organization Fit (PO-Fit) plays an important role in reducing Intention to Leave (ITL) dormitory supervisors. The better the work-life balance and the greater the alignment of an individual's values, culture, and goals with the organization, the lower the supervisor's intention to leave. Furthermore, Job Satisfaction (JS) acted as a significant mediator in the relationship between PO-Fit and ITL, indicating that individual-organization fit increases job satisfaction, which in turn decreases turnover intention. However, job satisfaction did not significantly mediate the relationship between WLB and ITL, indicating that although mentors perceived work-life balance, this was not sufficient to restrain their turnover intention through the job satisfaction pathway. Overall, these findings emphasize the importance of creating a work environment that supports work-life balance and strengthens individual-organization fit to increase job satisfaction and reduce turnover intention.

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