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The Effect of Compensation, Work Life Balance and Employee Well-Being on Turnover Intention at PT AAA

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ABSTRACT

The competitive aviation industry challenges companies like PT AAA, a low-cost carrier in Indonesia, to retain loyal and stable human resources. Recently, PT AAA has faced rising employee turnover, which threatens productivity and organizational effectiveness. Key contributing factors include dissatisfaction with compensation, poor work-life balance, and declining employee well-being. This study aims to examine the influence of compensation, work-life balance, and employee well-being on turnover intention. Using a quantitative approach with 330 respondents comprising ground staff, pilots, and cabin crew data were collected via questionnaires and analyzed using SEM-PLS. The findings show that compensation ($t = 7.143$), work-life balance ($t = 5.745$), and employee well-being ($t = 6.276$) each have a significant negative effect on turnover intention ($p < 0.05$). The model's R^2 value is 0.477, indicating that 47.7% of the variance in turnover intention is explained by these three variables. The study concludes that PT AAA should consistently improve its compensation structures, promote better work-life balance, and enhance employee well-being programs to reduce turnover and support sustainable organizational performance.

Keywords: *Compensation, Work Life Balance, Employee Well-being, Turnover Intention, Low Cost Carrier*

INTRODUCTION

The global aviation industry has undergone a significant transformation in the past decade, with increasing competition pushing companies to focus more on operational efficiency and customer satisfaction. In this context, human resource management is a critical aspect that determines the operational success of an airline. According to data from the International Air Transport Association (IATA), the aviation industry employs more than 65 million people worldwide and contributes to 3.6% of the total global Gross Domestic Product. However, the industry also faces the challenge of high employee turnover rates, which average 15–20% per year, much higher than other industries.

The phenomenon of employee turnover in the aviation industry, especially in the *Low Cost Carrier* (LCC) segment, is of particular concern because of the business model that prioritizes operational cost efficiency. *LCC* as an aviation business model that focuses on reducing additional services (*no-frills*) and optimizing operational efficiency, faces greater pressure in managing labor costs while maintaining service quality. According to Laurie Hunter (2006), *LCC* prioritizes operational efficiency through the reduction of additional services such as eliminating food service, free baggage service, short distance between seats, and booking tickets in advance so that the ticket prices offered can be more affordable.

PT AAA, as one of the leading *LCC* airlines in Indonesia, faces similar challenges in managing its human resources. As a state-owned subsidiary operating since 2012, PT AAA has served various domestic and international routes with a fleet consisting of A330-900 NEO,

A320-200 NEO, ATR 72-600, and Freighter B737-500. The company has won numerous prestigious awards, including the Top IT Implementation Airlines Sector award from the Ministry of Communications and Information, the Transportation Safety Management Award from the Ministry of Transportation, and a four-star accreditation from SKYTRAX. Nonetheless, internal data shows a significant increase in employee turnover rates.

PT AAA's employee turnover data in the last three years shows an alarming trend. In 2022, the turnover rate reached 5.88%, with 119 employees leaving out of a total of 2,032 employees. This figure increased to 6.46% in 2023, with 129 employees quitting out of a total of 2,009 employees. The most significant increase occurred in 2024, where the turnover rate reached 12.1% with 252 employees leaving out of a total of 2,136 employees. Further analysis showed that this increase was dominated by employees with contract status (*PKWT*), which indicates that there are issues in employee retention in certain categories.

This increase in turnover is a serious concern because of its impact on operational effectiveness and company costs. According to Mobley (1986), turnover has a significant impact on the company because it results in losses in terms of costs for the recruitment process, resources to find new candidates, and decreased motivation of the remaining employees. Research by Nasution (2017) also emphasizes that employee turnover is an obstacle to the effectiveness and efficiency of companies in running their business.

Before the actual turnover occurs, employees generally experience a phase of *turnover intention*, which is the tendency or intention to resign from the company. According to Li et al. (2019), *turnover intention* is the possibility or probability that an employee will leave his job at a certain time. Meron (2024) defines *turnover intention* as a conscious decision by employees to seek job opportunities at a new company. Understanding the factors that affect *turnover intention* is crucial to developing an effective retention strategy.

Based on the existing literature, there are several main factors that affect *turnover intention*, including compensation, work-life balance, and employee well-being. Compensation, according to Hasibuan (2010), is all types of employee income in the form of money, direct or indirect goods received by employees as a form of reward for services that have been provided to the company. Research by Aliu and Kutllovci (2024) shows that employee dissatisfaction with compensation is one of the main triggers for *turnover intention*. The results of PT AAA's internal survey show a decrease in employee satisfaction scores with compensation from 2022 to 2024, which is in line with the increase in turnover rates.

The second significant factor is *work-life balance* (WLB). According to Kerdpitak & Jermsittiparsert (2020), *work-life balance* refers to the balance of employees in managing and dividing time between work and other aspects of life, which include personal interests, recreation, social, and family activities. R. Wayne et al. (2016) emphasize that creating a balanced work environment can be a strategic factor in attracting and retaining employees. PT AAA's survey data shows a decline in *work-life balance* scores from 87% in 2023 to 82% in 2024, which indicates that there are challenges in maintaining employee work-life balance.

The third factor is employee well-being, which according to Dodge et al. (2012), is defined as the condition of a person having a balance between resources and challenges faced. Research by Samad et al. (2022) shows that the higher the level of well-being felt by employees in an organization, the lower the willingness of the employee to leave their jobs. PT AAA's

internal data shows that the employee well-being score has decreased from 81% in 2023 to 79% in 2024.

The urgency of this research is even higher considering that PT AAA has a vision to become the most in-demand company for job seekers in Indonesia. The achievement of this vision will be difficult to realize if the turnover rate continues to increase. Additionally, in an aviation industry that relies heavily on employee expertise and experience, the loss of talent can have a direct impact on service quality and operational safety.

Previous studies have explored the relationship between these factors and *turnover intention*. Silaban and Syah (2018) found that compensation has a significant effect on *turnover intention*, where an increase in compensation will decrease employees' intention to leave the company. Cao et al. (2013) also confirmed that financial compensation has an effect on reducing *turnover intention*. In the context of *work-life balance*, research by Pamungkas (2024) found that the higher the *work-life balance* of employees in a company, the lower the *turnover intention*. Sim Ai Hui et al. (2023) also showed a significant negative relationship between *work-life balance* and *turnover intention*. For employee well-being, research by Yuniasanti et al. (2019) found that employee well-being, especially in terms of psychological well-being, has a significant negative effect on employees' tendency to leave the company.

While these studies provide important insights, there are still research gaps that need to be filled. First, most previous research was conducted partially by testing only one or two variables. Second, the context of the aviation industry, particularly *LCC*, has unique characteristics that have not been explored much in the literature. Third, research that comprehensively integrates all three factors (compensation, *work-life balance*, and employee well-being) in one model is still limited.

The novelty of this research lies in several aspects. First, this study integrates the three main variables (compensation, *work-life balance*, and employee well-being) in one comprehensive model to analyze their effect on *turnover intention*. Second, the research context on the *LCC* aviation industry provides a unique perspective given its operational characteristics and business model that differ from other industries. Third, the use of the Structural Equation Modeling (*SEM-PLS*) approach allows for a more robust analysis of the complex relationships between variables.

The main purpose of this study is to analyze how much the influence of compensation, *work-life balance*, and employee well-being on employee *turnover intention* at PT AAA. Specifically, this study aims to: 1) Analyze the effect of compensation on *turnover intention*; 2) Analyze the effect of *work-life balance* on *turnover intention*; 3) Analyze the influence of employee well-being on *turnover intention*; and 4) Evaluate the overall predictive power of the model.

The theoretical benefit of this research is that it contributes to the development of human resource management theory, especially in the context of the aviation industry. The results of the study are expected to enrich the literature on the factors that influence *turnover intention* and provide a framework that can be used for similar research in the future. Practically, this research is expected to provide strategic recommendations for PT AAA in designing policies that can reduce *turnover intention* and increase employee retention.

The long-term implications of this research include contributing to the development of best practices in human resource management in the Indonesian aviation industry. The findings

of the study can serve as a reference for other airlines in developing effective retention strategies. In addition, this research can also provide input for regulators and industry associations in developing standards and guidelines for human resource management that can improve the competitiveness of the Indonesian aviation industry at the regional and global levels.

METHOD

This study uses a *quantitative* approach with a comparative causal design to test the influence of independent variables on dependent variables. This approach was chosen because the purpose of the study was to examine the causal relationship between compensation, *work-life balance*, and employee well-being to *turnover intention*. According to Sugiyono (2022), the *quantitative* method is based on the philosophy of positivism, which allows for the objective observation, measurement, and classification of phenomena.

The research population consists of all active employees of PT AAA totaling 1,892 people, consisting of ground employees (500 people), pilot employees (564 people), and cabin crew employees (828 people). The selection of this population was based on their relevance to the variables studied, namely those who directly experience company policies regarding compensation, *work-life balance*, and employee well-being.

The sampling technique uses *probability sampling* with a *proportionate stratified random sampling* approach. The sample size was determined using the Slovin formula with a margin of error of 5%, resulting in a sample of 330 respondents. The proportional distribution of the sample was: 88 ground employees, 98 pilots, and 144 cabin crew. This technique was chosen to ensure the representativeness of the sample from each category of employees.

The research instrument used a structured questionnaire with a Likert scale of 1–5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat Agree, 4 = Agree, and 5 = Strongly Agree. The compensation variable was measured using 17 indicators that included direct and indirect financial compensation based on the theory of Hasibuan (2010). The *work-life balance* variable was measured using 12 indicators based on the dimensions of Fisher et al. (2009), which included *Work Interference with Personal Life* (*WIPL*), *Personal Life Interference with Work* (*PLIW*), *Personal Life Enhancement of Work* (*PLEW*), and *Work Enhancement of Personal Life* (*WEPL*). Employee well-being variables were measured using 17 indicators based on the dimensions of Zheng et al. (2015), which include life well-being, workplace well-being, and psychological well-being. The variable *turnover intention* was measured using 6 indicators based on Mobley's theory (1986), which included thinking of quitting, intention to search, and intention to leave.

Data collection was carried out through the distribution of online questionnaires using Google Form and printed questionnaires to active employees of PT AAA. The data collection process was carried out during the May–June 2025 period by adhering to the ethical aspects of research, including *informed consent* and ensuring the confidentiality of respondent data.

The data analysis technique uses *Structural Equation Modeling* with the *Partial Least Square* (*SEM-PLS*) approach through SmartPLS 4 software. The selection of *SEM-PLS* is based on its ability to analyze complex models with relatively small samples and its capacity to accommodate a wide range of measurement scales. The analysis was carried out in two

stages: evaluation of the measurement model (*outer model*) and evaluation of the structural model (*inner model*).

The evaluation of the *outer model* included a convergent validity test with the criteria of *outer loading* > 0.7 and *Average Variance Extracted* (*AVE*) ≥ 0.5, a discriminant validity test using cross loading and the Fornell–Larcker criterion, as well as a reliability test with the criteria of Cronbach's Alpha > 0.7 and Composite Reliability > 0.7. The internal evaluation of the model includes the *R-Square* test to determine the predictive ability of the model, the effect size (f^2) test to determine the strength of the influence, and the predictive relevance (Q^2) test to evaluate the predictive relevance of the model.

Hypothesis testing was carried out using *bootstrapping* with 5,000 subsamples to obtain t-statistics and p-values. The criteria for hypothesis acceptance were t-statistic > 1.96 and p-value < 0.05 for a significance level of 5%. Before the main analysis, a descriptive analysis was conducted to describe the characteristics of the respondents and the distribution of responses to each research variable.

RESULTS AND DISCUSSION

Respondent Characteristics

The results of data collection showed that of the 330 respondents, the majority had contract employee status (PKWT) of 59% or 194 employees, while 41% or 136 employees had permanent employee status (PKWTT). The distribution by service period shows that 32.7% of respondents have a service period of more than 7 years, 31.2% have a service period of 5-7 years, 18.5% have a service period of 3-5 years, and 18% have a service period of 0-3 years. Based on work function, respondents were dominated by cabin crew (44%), followed by pilots (30%), and ground employees (26%).

Descriptive Analysis of Research Variables

Descriptive analysis showed that the compensation variable obtained an average score of 68.6% which was included in the good category. The direct financial compensation dimension received a score of 65.9% (adequate category), while indirect financial compensation received a score of 71.3% (good category). The indicators with the highest scores were "getting health social security facilities" and "getting work accident insurance" with a score of 75.9%. The indicator with the lowest score was "bonus according to work performance" with a score of 62.1%.

The work life balance variable obtained an average score of 72.35% which is included in the good category. The four dimensions of WLB showed consistent scores: WIPL (73.7%), PLIW (73.9%), PLEW (71.9%), and WEPL (69.9%). The highest scoring indicator was "personal life gives energy to work" with a score of 75%. The indicator with the lowest score was "devoting more time to work if there aren't much in your personal life" with a score of 68%.

The employee well-being variable obtained an average score of 72.33% which is included in the good category. All three dimensions showed balanced scores: life well-being (70.2%), workplace well-being (73.2%), and psychological well-being (73.6%). The indicator with the highest score was "completing daily affairs well" with a score of 75.6%. The indicator with the lowest score was "close to dreams in most aspects of life" with a score of 67.3%.

The turnover intention variable obtained an average score of 36.6% which is included in the low category. All three dimensions showed consistently low scores: thinking of quitting (37%), intention to search (36.2%), and intention to leave (42.6%). This low score indicates that PT AAA employees have a high level of loyalty and a relatively low desire to leave the company.

Evaluation of Measurement Models (Outer Model)

The convergent validity test showed that all indicators had an outer loading above 0.7, with a value range of 0.705 to 0.921. The Average Variance Extracted (AVE) value for each variable also met the minimum criteria of 0.5: compensation (0.596), work life balance (0.689), employee well-being (0.692), and turnover intention (0.787). These results confirm that all indicators are valid convergently in measuring their latent constructs.

Table 1. Convergent Validity Test Results

Variable	AVE	Information
Compensation	0.596	Valid
Work Life Balance	0.689	Valid
Employee Well-being	0.692	Valid
Turnover Intention	0.787	Valid

The discriminant validity test using cross loading showed that each indicator had a higher load on its latent construct than on other constructs. The Heterotrait-Monotrait Test (HTMT) shows values below 0.90 for all constructs, confirming that each construct is statistically different from the other.

Table 2. HTMT Test Results

	Turnover Intention	Compensation	Work Life Balance	Employee Well-being
Turnover Intention	-			
Compensation	0.600	-		
Work Life Balance	0.512	0.405	-	
Employee Well-being	0.523	0.399	0.343	-

The reliability test showed that all constructs had Cronbach's Alpha and Composite Reliability values above 0.7. The compensation has Cronbach's Alpha 0.958 and Composite Reliability 0.962. The work life balance has Cronbach's Alpha 0.959 and Composite Reliability 0.964. Employee well-being has Cronbach's Alpha 0.972 and Composite Reliability 0.974. Turnover intention has Cronbach's Alpha 0.946 and Composite Reliability 0.957.

Evaluation of Structural Models (Inner Model)

The results of the structural model evaluation showed an R-Square value of 0.477, which means that 47.7% of the variation in turnover intention can be explained by compensation, work-life balance, and employee well-being, while 52.3% is explained by other factors outside the model. An R-Square Adjusted value of 0.472 indicates that the model has moderate predictive ability.

Table 3. Structural Model Evaluation Results

Criterion	Value	Category
R-Square	0.477	Moderate
R-Square Adjusted	0.472	Moderate
Q-Square	0.371	Big

The effect size (f^2) test showed that compensation had a moderate effect on turnover intention ($f^2 = 0.200$), while work life balance ($f^2 = 0.100$) and employee well-being ($f^2 = 0.116$) had a small effect. A Q-Square value of 0.371 indicates that the model has great predictive relevance.

Hypothesis Testing

The results of hypothesis testing using bootstrapping with 5,000 subsamples showed that all three research hypotheses were accepted. Compensation had a significant negative effect on turnover intention with a path coefficient of -0.369, t-statistic 7.143, and p-value of 0.000. Work-life balance had a significant negative effect on turnover intention with a path coefficient of -0.255, t-statistic 5.745, and p-value 0.000. Employee well-being had a significant negative effect on turnover intention with a path coefficient of -0.275, t-statistic 6.276, and p-value of 0.000.

Table 4. Hypothesis Testing Results

Hypothesis	Coefficient	t-statistic	p-value	Results
Compensation → Turnover Intention	-0.369	7.143	0.000	Accepted
Work Life Balance → Turnover Intention	-0.255	5.745	0.000	Accepted
Employee Well-being → Turnover Intention	-0.275	6.276	0.000	Accepted

The results showed that compensation had a significant negative influence on turnover intention with the greatest influence power among the three variables. These findings are in line with the research of Berber and Gašić (2024) who found a significant negative relationship between compensation and turnover intention. The path coefficient of -0.369 indicates that every one unit increase in employee perception of compensation will decrease turnover intention by 0.369 units. This confirms the theory put forward by Candra et al. (2018) that employees consider compensation as a form of appreciation for their contributions, so that when compensation is in line with expectations, employees will feel valued and tend to stay in the company.

A more in-depth analysis of the compensation dimension showed that indirect financial compensation (71.3%) scored higher than direct financial compensation (65.9%). The indicators of social security, health and work accident insurance obtained the highest score (75.9%), indicating that PT AAA has succeeded in providing a sense of security and protection to employees. However, the bonus indicator that corresponds to work performance obtained the lowest score (62.1%), indicating that there is still room for improvement in the performance-based reward system. These findings are in line with the research of Ohunakin and Olugbade (2022) who stated that an effective compensation system includes not only basic salary, but also fair and transparent incentives.

The effect of work life balance on turnover intention was also shown to be significantly negative with a path coefficient of -0.255. Although the power of influence is smaller than

compensation, work-life balance remains an important factor in an employee's decision to stay or leave the company. These results are consistent with the research of Aman-Ullah et al. (2024) who found that when employees have difficulty making time for themselves and their families, they are more likely to look for new jobs. PT AAA's work life balance score which is in the good category (72.35%) shows that the company has implemented policies that support work-life balance, such as work flexibility and family welfare programs.

The Work Enhancement of Personal Life (WEPL) dimension obtained the lowest score (69.9%) among the four dimensions of work-life balance, indicating that employees still feel limitations in transferring benefits or skills from work to their personal lives. This is an area that can be improved by PT AAA through skills development programs that can be applied in daily life, such as time management, communication, and leadership training that is beneficial both in the workplace and in personal life.

Employee well-being also showed a significant negative influence on turnover intention with a path coefficient of -0.275. These findings support the research of Samad et al. (2022) who stated that employee well-being is negatively related to turnover intention. PT AAA's employee well-being score (72.33%) is in the good category, with workplace well-being (73.2%) obtaining the highest score, followed by psychological well-being (73.6%) and life well-being (70.2%). The indicator of "getting things done well" obtained the highest score (75.6%), indicating that employees feel able to manage their responsibilities effectively.

However, the indicator "close to dreams in most aspects of life" obtained the lowest score (67.3%), indicating that there is still a gap between employees' personal aspirations and their actual conditions. This provides insight for PT AAA to develop more comprehensive career development and personal development programs, including career mapping, mentoring, and educational scholarship programs that can help employees achieve their long-term goals.

The turnover intention variable showed a low score (36.6%), indicating that overall PT AAA employees have high loyalty and low desire to exit. However, the dimension of intention to leave obtained a relatively higher score (42.6%) than the thinking of quitting (37%) and intention to search (36.2%). The indicator "considering job offers from other companies" obtained the highest score (45.7%), although it is still in the low category. This shows that even if employees aren't actively looking for other jobs, they're still open to exciting opportunities from other companies.

The research model with an R-Square value of 0.477 shows that compensation, work-life balance, and employee well-being together can explain 47.7% of the variation in turnover intention. This value falls into the moderate category and indicates that there are still 52.3% of other factors that affect turnover intention but are not included in this study model. These factors may include leadership, organizational culture, career development opportunities, job security, or external factors such as labor market conditions.

The findings of this study have significant practical implications for PT AAA. First, companies need to conduct a thorough evaluation of the compensation system, especially in the aspects of performance-based bonuses and incentives. The implementation of a more transparent and fair reward system can increase employee satisfaction with compensation. Second, even though work-life balance is already in the good category, PT AAA can improve programs that allow the transfer of benefits from work to personal life. Third, for employee

well-being, companies can develop more personalized and integrated programs to help employees achieve their life aspirations.

Additionally, given that employees are still open to external offers, PT AAA needs to develop a proactive retention strategy. This strategy can include clear career development programs, more systematic recognition programs, and increased employee engagement through more effective communication between management and employees. Companies also need to consider benchmarking compensation on a regular basis with competitors to ensure competitiveness in recruiting and retaining top talent.

From a theoretical perspective, this study enriched the human resource management literature by integrating three important variables in one comprehensive model. The finding that compensation has the strongest influence on turnover intention compared to work-life balance and employee well-being provides empirical confirmation of the hierarchy of needs theory that basic (financial) needs are still the main motivators for most employees. However, the significance of the influence of work-life balance and employee well-being also shows an evolution in the preferences of employees who increasingly value the non-financial aspects of work.

CONCLUSION

Based on the results of the analysis of 330 respondents of PT AAA employees, this study concluded that compensation, *work-life balance*, and employee well-being had a significant negative effect on *turnover intention*, with varying levels of significance. Compensation showed the strongest influence ($\beta = -0.369$, $t = 7.143$), followed by employee well-being ($\beta = -0.275$, $t = 6.276$), and *work-life balance* ($\beta = -0.255$, $t = 5.745$). The research model can explain 47.7% of the variation in *turnover intention*, indicating moderate predictive power. Practically, PT AAA is advised to improve the compensation system, especially performance-based bonuses, develop a more comprehensive *work-life balance* program, and create an employee well-being program that supports the achievement of employees' personal aspirations. Additionally, companies need to develop a proactive retention strategy, considering that employees are still open to external opportunities despite their low *turnover intention*. Theoretically, the study enriched the literature by integrating three key variables in a comprehensive model and confirming that financial factors are still dominant in employee decisions, although non-financial factors are also significant. The limitations of the study lie in the specific context of the aviation industry and the use of cross-sectional data, so further research is recommended to use a longitudinal design and explore moderation variables such as leadership or organizational culture to gain a more comprehensive understanding of the dynamics of *turnover intention*.

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