



Analysis of Turnover Intention with Quarter-Life Crisis as a Moderating Variable among Employees of PT Development Basketball League Indonesia

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ABSTRACT: This study investigates the factors influencing employee turnover intention by examining the moderating role of quarter-life crisis. A quantitative explanatory approach was employed, with data collected through questionnaires distributed to 80 employees. The analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The research is grounded in Social Exchange Theory, which highlights reciprocal relationships between organizations and individuals in the exchange of resources. The findings indicate that work-life balance has a negative effect on turnover intention, while compensation and job insecurity positively influence employees’ intentions to leave the organization. Furthermore, quarter-life crisis was found to strengthen the relationship between work-life balance and turnover intention, but it did not moderate the effects of compensation or job insecurity. These results suggest that organizations need to design retention strategies that focus on enhancing work-life balance, ensuring fair compensation, and reducing job insecurity, particularly for young employees who may be experiencing the challenges of a quarter-life crisis.

KEYWORDS: Compensation, Job insecurity, Quarter-life crisis, Turnover Intention, Work-life balance.

I. INTRODUCTION

The creative industry continues to grow and attracts a diverse workforce across generations. However, the challenge of retaining employees remains a crucial issue, particularly among millennials and Generation Z. Millennials, who dominate this sector, tend to have more dynamic work characteristics and often seek flexible work environments, career development opportunities, and a balance between work and personal life. When these aspects are not fulfilled, they are more likely to experience job dissatisfaction, which ultimately drives the intention to move to other companies or even switch industries (McRobbie, 2016). A survey conducted by the Deloitte Global Millennial Survey (2019) revealed that 43% of millennial workers plan to leave their jobs within the next two years due to dissatisfaction with salary, limited development opportunities, and unsupportive work environments. In the context of the creative industry, where creativity and innovation heavily rely on employee well-being, high turnover rates pose a serious threat to organizational sustainability. The inability of organizations to retain talented employees can lead to lower productivity, declining work quality, and rising recruitment and training costs for new workers (Howkins, 2013).

In the case of employees at PT Developmental Basketball League, turnover intention has become one of the major challenges faced by the company, particularly in the operations and event management divisions. As a company engaged in the sports and media industry, PT Developmental Basketball League operates with a dynamic work rhythm that demands high mobility. Employees are often required to work under the pressure of tight schedules, especially in the lead-up to major events such as the Developmental Basketball League basketball tournaments. These conditions make it difficult for some employees to maintain a balance between their work and personal lives, ultimately increasing their intention to seek opportunities elsewhere.

Table 1. Employee Turnover Data

Years	Initial Number Of Employees	New Hires	Employees After Addition	Employees Leaving	Total Employees	Turnover Rate (%)
2020	60	9	69	4	65	6,7%
2021	65	7	72	8	64	12,3%



2022	64	11	75	3	72	4,7%
2023	72	14	86	10	76	13,1%
2024	76	16	92	12	80	15,0%

Source: Human Capital PT Developmental Basketball League

Turnover intention at PT Developmental Basketball League experienced fluctuations during the period of 2020–2024. According to Saputri et al. (2020), a turnover rate considered normal ranges between 5–10% per year, while a rate exceeding 10% is categorized as high turnover. Based on employee data from PT Developmental Basketball League over the past five years, it is evident that turnover percentages varied annually, with significant spikes occurring in 2020, 2023, and 2024, surpassing the tolerable threshold. The high turnover rate may indicate poor work-life balance, unstable job security, or the availability of more attractive career opportunities elsewhere. Factors such as high work pressure in the media and event industry, the absence of clear career progression, and increasing competition in the creative and sports sectors can encourage employees to seek more stable opportunities. The turnover spikes in certain years demonstrate that the company faces challenges in retaining its workforce, which may affect operations, reduce productivity, and increase recruitment and training costs for new employees.

Work-life balance plays a crucial role in shaping the reciprocal relationship between employees and organizations. According to Cropanzano and Mitchell (2005) in *Social Exchange Theory: An Interdisciplinary Review*, this theory emphasizes that when individuals feel they are treated fairly by the organization, they tend to respond with positive behaviors such as loyalty, commitment, and higher productivity. Conversely, if the perception of social exchange is seen as imbalanced, individuals are more likely to withdraw or even develop the intention to leave the organization. Employees evaluate the quality of their work relationships based on the extent to which the organization meets their needs and expectations, including in terms of work-life balance. When individuals feel that work consumes too much of their time and energy, to the point of sacrificing personal life, they perceive that the organization's return is not proportional to the effort invested. Such imbalance can lead to dissatisfaction and the perception that the work relationship is unfair or not mutually beneficial. If this condition persists without adequate support or compensation from the organization, employees are more likely to disengage from the work relationship, including by increasing their intention to seek other employment that offers a better balance between work and personal life. Another factor influencing turnover intention is employees' perception of compensation and career opportunities. Within the framework of Social Exchange Theory (Blau, 1964), the relationship between employees and organizations is viewed as a social exchange based on the principle of reciprocity. When employees perceive that their contributions—such as time, effort, and skills—are not balanced with fair compensation or adequate career development opportunities, they tend to evaluate the relationship as non-beneficial. Such imbalance in the exchange may reduce employees' trust and loyalty toward the organization and foster the intention to terminate the employment relationship. A study by Widya (2021) also demonstrated that unsatisfactory perceptions of compensation are closely related to an increased intention among employees to seek alternative jobs that provide rewards more aligned with their contributions. In addition, job insecurity is also a significant factor influencing turnover intention. From the perspective of Social Exchange Theory (Blau, 1964), employment relationships are viewed as a form of social exchange between employees and organizations, grounded in the principle of reciprocity. When employees perceive that the job security expected from the organization is not fulfilled—such as threats of termination, uncertain contracts, or ongoing restructuring—they tend to evaluate that the organization has failed to meet its obligations within the exchange relationship. This disappointment with the imbalance may reduce trust and loyalty and encourage employees to seek other organizations that can provide security and stability. A study by Azahra (2025) supports this notion by showing that high job uncertainty fosters negative perceptions of the organization and triggers employees' intention to look for more stable employment.

Theoretically, turnover intention can be explained through Social Exchange Theory as proposed by Blau (1964). This theory states that the relationship between employees and organizations is based on the principle of reciprocal exchange, in which employees contribute time, effort, and loyalty, while organizations are expected to provide equivalent returns, such as salary, job security, career opportunities, and a supportive work environment. When employees perceive that their contributions are not reciprocated with adequate rewards, dissatisfaction arises and the exchange relationship becomes unbalanced. Such imbalance may decrease commitment and trust in the organization, thereby increasing the intention to leave and search for another organization that can offer a more fair and beneficial work relationship.



II. LITERATURE REVIEW

Turnover Intention

According to Savitri and Sukarno (2023), turnover intention is defined as an employee's desire or intention to move to a new job that is perceived to be better than the previous one and more aligned with their expectations and aspirations. This intention is expressed voluntarily when employees decide to leave their current employment. Employees' intention to leave an organization is often preceded by factors such as declining job satisfaction and low organizational commitment (Waskito & Putri, 2021). The level of job satisfaction experienced by an individual in the workplace may significantly influence their intention to resign. Turnover intention is the tendency or desire of employees to resign or voluntarily move from their jobs by their own choice (Qonita, 2019). Furthermore, turnover intention can be understood as the movement of employees across organizational boundaries or their exit from an organization. In short, according to several scholars, turnover intention is a term used to describe employees' unmet desire to leave their current position, which ultimately manifests in their actual departure from one workplace to another.

Quarter Life Crisis

The transitional period from adolescence to early adulthood is commonly referred to as the phenomenon of the quarter-life crisis. During this phase, individuals begin to question what kind of life they should pursue in the present and in the future. According to Robbins and Wilner (2001), the quarter-life crisis is described as a developmental stage in which individuals often experience emotional instability. When individuals lack sufficient life experience, they may feel sensitive or overly emotional, leading to uncertainty about themselves or even an identity crisis. The quarter-life crisis is characterized by feelings of fear regarding the future, including career, education, relationships, and social life. The term also refers to reactions to the wide range of decisions that individuals in their 20s must make when confronted with instability and constant change (Robbins & Wilner, 2001). This condition is marked by specific emotional states such as frustration, panic, anxiety, loss of direction, depression, restlessness, disappointment, loneliness, stagnation, dissatisfaction with life, and other psychological disturbances (Balzarie & Nawangsih, 2019). Fischer (2008) defines the quarter-life crisis as feelings of stress and fear that may even lead to depression, anxiety about the future, identity confusion, and disappointment that typically arise when individuals enter their twenties. Similarly, Olson-Madden (2007) describes the quarter-life crisis as a period when individuals attempt to fulfill personal desires, dreams, and parental expectations, pursue careers, establish self-identity, join social groups or communities, choose life partners, adapt to social environments, and build emotional stability. Furthermore, Stapleton (2012) explains that today's quarter-life crisis is influenced by the rapid pace of globalization and the easy access to the internet, which generate anxiety as individuals face an abundance of choices and confusion in decision-making.

Work-life balance

According to Olanda and Swasti (2023), work-life balance is a condition in which individuals strive to balance the demands of work with their personal lives. Although this balance is essential, efforts to achieve it often bring consequences such as physical and psychological fatigue, particularly when workloads are not offset by adequate recovery time. Nanda and Randhawa (2020) emphasize that work-life balance plays a crucial role in maintaining harmony between professional and personal aspects of an individual's life. Similarly, Siregar, Rostiana, and Satyadi (2019) argue that such balance contributes to overall quality of life through a healthy distribution of roles between work and family. Within the framework of Social Exchange Theory (Blau, 1964), work-life balance is viewed as part of the reciprocal exchange between employees and organizations. When organizations provide adequate support to help employees balance their work and personal lives such as flexible working hours, supportive supervisors, and reasonable workloads employees are more likely to perceive the employment relationship as fair and mutually beneficial. Conversely, when work demands continuously interfere with personal life without sufficient organizational support, employees may feel that their contributions are not reciprocated appropriately. This imbalance can weaken trust and commitment to the organization, thereby increasing the likelihood of turnover intention. Thus, work-life balance serves as a vital form of social exchange in maintaining employee loyalty within the employment relationship.

Compensation

Compensation is a form of reward provided by organizations to employees for their contributions and performance in supporting organizational goals. According to Hasibuan (2012), compensation encompasses all forms of income, both direct and indirect, in the form of money or goods, that employees receive as remuneration for the services they have rendered. Compensation may take the form of direct financial rewards such as salaries, wages, bonuses, and commissions, or indirect financial rewards such as allowances



and benefits. In addition, non-financial compensation includes job satisfaction, a supportive work environment, and opportunities for career development (Soeriawibawa, Kusumawati, & Siswanto, 2017).

Within the framework of Social Exchange Theory (Blau, 1964), compensation is viewed as a reciprocal return for the contributions that employees provide to the organization. The employee–organization relationship is inherently reciprocal; when employees contribute their time, energy, and skills, they expect fair recognition in the form of financial and non-financial rewards. When organizations provide adequate and fair compensation, employees are likely to feel valued and demonstrate higher levels of loyalty and engagement. Conversely, when compensation fails to meet expectations or does not reflect employees’ efforts, perceptions of imbalance in the social exchange may arise, leading to lower job satisfaction and increased turnover intention. Therefore, fair and relevant compensation plays a critical role in maintaining a mutually beneficial relationship between employees and organizations.

Job Insecurity

According to Smithson and Lewis (2002), job insecurity is a condition in which employees experience anxiety or discomfort due to the unpredictable dynamics of the work environment (perceived impermanence). This uncertainty is often triggered by the nature of temporary or contractual employment, leading to pressure, stress, and insecurity regarding the sustainability of one’s career. Greenhalgh and Rosenblatt (1984) define job insecurity as the fear of losing one’s job in the future. Similarly, Irbayuni and Zafirna (2024) emphasize that job insecurity reflects feelings of helplessness and anxiety about the future of one’s employment, which negatively affects employees’ psychological well-being. Within the framework of Social Exchange Theory (Blau, 1964), job insecurity undermines the reciprocal relationship between employees and organizations. In a healthy exchange relationship, employees provide loyalty, productivity, and commitment, with the expectation of receiving stability, recognition, and organizational support in return. However, when employees perceive a lack of job security, the sense of safety that should serve as part of the “return” for their contributions is diminished. This imbalance in the exchange relationship can generate distrust, reduce motivation, and ultimately foster intentions to leave the organization. Prolonged experiences of job insecurity further erode employees’ psychological well-being, accelerating their decision to seek employment in organizations that offer more stable and mutually beneficial relationships.

Conceptual Framework

The conceptual framework for this study is as follows, based on the review that was received

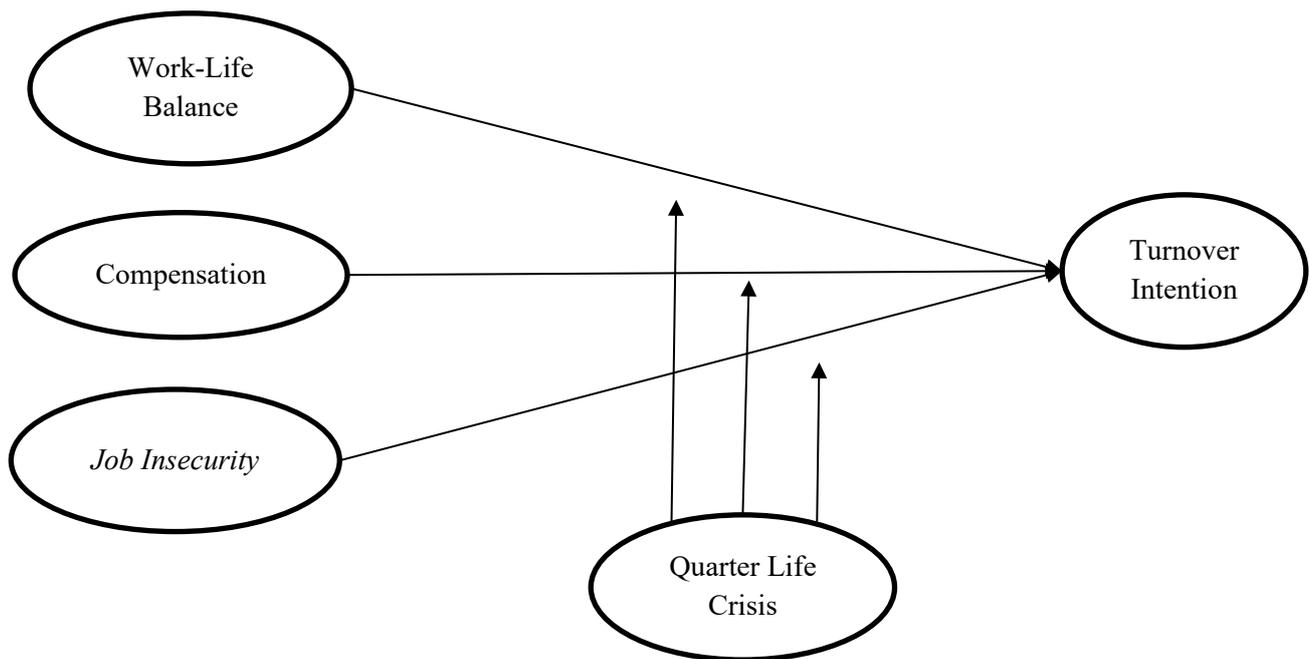


Figure 1 Conceptual Framework



III. METHODOLOGY

This study employed a quantitative explanatory design to examine the influence of work-life balance, compensation, and job insecurity on turnover intention, with quarter-life crisis as a moderating variable. The research involved three independent variables, one dependent variable, and one moderating variable, each measured using multiple indicators adapted from prior studies and assessed on a five-point Likert scale ranging from strongly disagree to strongly agree. The population of this study consisted of 80 employees of PT Developmental Basketball League Indonesia, and due to the relatively small size, a saturated sampling technique was applied, making the entire population the research sample. Primary data were collected directly through questionnaires distributed to respondents, while secondary data were obtained from supporting literature, including books, journals, and articles, with additional information gathered through interviews. Instrument validity was evaluated using significance testing, where items with p-values below 0.05 were deemed valid, and reliability was measured using Cronbach’s Alpha with a minimum threshold of 0.6, processed with SmartPLS software. Data analysis employed Partial Least Squares–Structural Equation Modeling (PLS-SEM) using SmartPLS 4, chosen for its suitability for small sample sizes and minimal distributional assumptions, with the analysis encompassing both the measurement model to assess indicator validity and reliability and the structural model to test hypotheses and predictive accuracy.

IV. RESULTS AND DISCUSSION

Table 2. Outer Loading

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	Tstatistics(O/STDEV)
X1.1 <- Work life balance (X1)	0.857	0.854	0.028	30.268
X1.2 <- Work life balance (X1)	0.881	0.878	0.026	34.117
X1.3 <- Work life balance (X1)	0.878	0.871	0.026	34.287
X1.4 <- Work life balance (X1)	0.878	0.878	0.022	39.278
X2.1 <- Kompensasi (X2)	0.873	0.868	0.029	29.965
X2.2 <- Kompensasi (X2)	0.867	0.862	0.034	25.677
X2.3 <- Kompensasi (X2)	0.876	0.869	0.032	27.251
X2.4 <- Kompensasi (X2)	0.795	0.799	0.041	19.263
X3.1 <- Job insecurity (X3)	0.832	0.828	0.042	19.797
X3.2 <- Job insecurity (X3)	0.857	0.857	0.035	24.460
X3.3 <- Job insecurity (X3)	0.838	0.827	0.050	16.814
X3.4 <- Job insecurity (X3)	0.813	0.805	0.049	16.502
Y1.1 <- Turnover Intention (Y)	0.897	0.892	0.025	36.009
Y1.2 <- Turnover Intention (Y)	0.895	0.894	0.026	34.845
Y1.3 <- Turnover Intention (Y)	0.890	0.887	0.023	38.296
Y1.4 <- Turnover Intention (Y)	0.907	0.904	0.024	37.130
Y1.5 <- Turnover Intention (Y)	0.919	0.918	0.017	53.515
Z1.1 <- Quarter Life Crisis (Z)	0.839	0.829	0.039	21.739
Z1.2 <- Quarter Life Crisis (Z)	0.841	0.843	0.039	21.783
Z1.3 <- Quarter Life Crisis (Z)	0.790	0.788	0.058	13.618
Z1.4 <- Quarter Life Crisis (Z)	0.810	0.806	0.059	13.811
Z1.5 <- Quarter Life Crisis (Z)	0.856	0.852	0.031	27.920

Source: Smart PLS4

Based on Table indicator validity was assessed using factor loading values, where an indicator is considered valid if the loading exceeds 0.50 and/or the T-statistic is greater than 1.96 (Z-value at $\alpha = 0.05$). Factor loading reflects the correlation between indicators and their variables, with higher values indicating stronger representation. The results show that all reflective indicators of work-life



balance (X1), compensation (X2), job insecurity (X3), turnover intention (Y), and quarter-life crisis (Z) achieved factor loadings above 0.50, ranging from 0.790 to 0.919, and T-statistics well above 1.96, confirming their significance. Thus, all indicators met the criteria for convergent validity, indicating good measurement validity. Additionally, cross-loading analysis confirmed that each indicator loaded higher on its intended construct than on other variables, further supporting validity.

Table 3 Average Variance Extracted

	<i>Job insecurity</i> (X3)	Kompensasi (X2)	<i>Quarter Life Crisis</i> (Z)	<i>Life Turnover Intention</i> (Y)	Work life balance (X1)
<i>Job insecurity</i> (X3)	1.000	-0.117	0.002	0.480	-0.297
Kompensasi (X2)	-0.117	1.000	0.316	-0.483	0.078
<i>Quarter Life Crisis</i> (Z)	0.002	0.316	1.000	-0.455	0.176
<i>Turnover Intention</i> (Y)	0.480	-0.483	-0.455	1.000	-0.474
Work life balance (X1)	-0.297	0.078	0.176	-0.474	1.000

Source: Smart PLS 4

Based on the results of the Average Variance Extracted (AVE) test shown in Table 3, the AVE values for work-life balance (X1) were 0.763, compensation (X2) 0.728, job insecurity (X3) 0.697, turnover intention (Y) 0.813, and quarter-life crisis (Z) 0.685. Since all values exceeded the threshold of 0.50, it can be concluded that all variables in this study demonstrate good convergent validity.

Table 4 Composite Reliability

	Average Variance Extracted (AVE)
Work Life Balance (X1)	0.763
Kompensasi (X2)	0.728
<i>Job insecurity</i> (X3)	0.697
<i>Turnover Intention</i> (Y)	0.813
<i>Quarter Life Crisis</i> (Z)	0.685

Source: Smart PLS 4

The results of the Composite Reliability test show that work-life balance (X1) scored 0.905, compensation (X2) 0.886, job insecurity (X3) 0.861, turnover intention (Y) 0.945, and quarter-life crisis (Z) 0.903. Since all values exceeded the threshold of 0.70, it can be concluded that all variables met the reliability criteria and are considered reliable for further analysis.

Table 5 Latent Variable Correlation

	Composite Reliability
Work Life Balance (X1)	0.905
Kompensasi (X2)	0.886
<i>Job insecurity</i> (X3)	0.861
<i>Turnover Intention</i> (Y)	0.945
<i>Quarter Life Crisis</i> (Z)	0.903

Source: Smart PLS 4



The results of the Latent Variable Correlations table show the correlation values among the variables in the research model. The highest correlation was found between job insecurity (X3) and turnover intention (Y) at 0.480. This indicates that, among the variables in the model, the relationship between job insecurity and turnover intention is the strongest compared to other relationships. Thus, it can be interpreted that employees' turnover intention is more strongly influenced by job insecurity than by the other variables, although the differences are not substantially large.

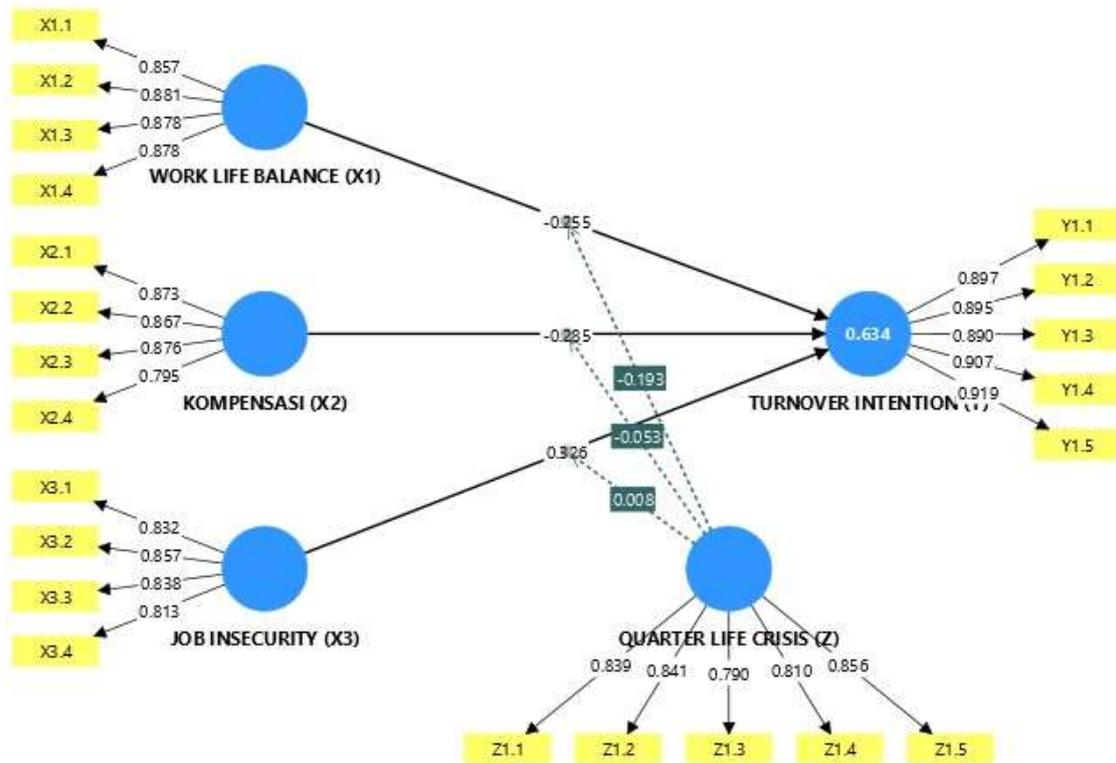


Figure 2. Bootstrapping Result
Source: Smart PLS 4

From the PLS output diagram, the factor loading values for each indicator can be seen above the arrows connecting variables and indicators, while the path coefficients appear above the arrows linking exogenous to endogenous variables. In addition, the R-square value is displayed inside the circle of the endogenous variable (turnover intention, Y).

Table 6 R-Square

	R Square
Turnover Intention (Y)	0,634

Source: Smart PLS 4

The R-square value for turnover intention (Y) is 0.634, indicating that the research model explains 63.4% of the variance in turnover intention through the independent variables work-life balance (X1), compensation (X2), job insecurity (X3), and the moderating variable quarter-life crisis (Z). The remaining 36.6% is explained by other factors outside the scope of this model.



Table 7 Hypothesis Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work life balance (X1) -> Turnover Intention (Y)	-0.255	-0.239	0.090	2.828	0.006
Compensation (X2) -> Turnover Intention (Y)	-0.285	-0.282	0.074	3.856	0.000
Job insecurity (X3) -> Turnover Intention (Y)	0.326	0.331	0.074	4.419	0.000
Quarter Life Crisis (Z) x Work life balance (X1) -> Turnover Intention (Y)	-0.193	-0.182	0.073	2.651	0.009
Quarter Life Crisis (Z) x Compensation (X2) -> Turnover Intention (Y)	-0.053	-0.071	0.063	0.834	0.406
Quarter Life Crisis (Z) x Job insecurity (X3) -> Turnover Intention (Y)	0.008	-0.006	0.076	0.106	0.916

Source: Smart PLS 4

The Effect of Work-Life Balance on Turnover Intention

The results show that work-life balance has a significant negative effect on turnover intention. This finding suggests that when employees successfully balance professional and personal demands, they experience greater satisfaction, psychological stability, and motivation, which strengthen their loyalty and reduce their intention to leave. Conversely, disruptions in work-life balance can create dissatisfaction, stress, and emotional strain, increasing the likelihood of employees seeking alternative employment. These results are consistent with Putri and Rahmawati (2022), who found that work-life imbalance significantly affects turnover intention, particularly among younger employees who value flexibility, and with Hidayat et al. (2021), who reported that employees with lower work-life balance are more prone to stress and more likely to consider resignation. However, Setiawan and Nugroho (2023) showed that work-life balance is not always the primary determinant of turnover intention, especially for individuals with high career motivation, while Lestari and Pratama (2022) highlighted that some employees may remain despite imbalance if the organization provides sufficient incentives or compensation. These findings indicate that the influence of work-life balance on turnover intention may be moderated by other factors such as career orientation and perceptions of compensation fairness.

The Effect of Compensation on Turnover Intention

Compensation was found to have a significant negative effect on turnover intention. This result confirms that better compensation reduces employees' intention to leave. Adequate compensation, including supportive facilities, a comfortable work environment, and operational resources, fosters employee satisfaction, loyalty, and a sense of being valued, thereby lowering the likelihood of job search and resignation. Conversely, limited or inadequate compensation may create dissatisfaction and encourage employees to seek alternative opportunities. These findings are consistent with Widodo and Lestari (2023), who reported that uncompetitive compensation strongly drives turnover, particularly among early- to mid-career employees, and with Saputra et al. (2022), who showed that perceptions of unfair rewards relative to peers or industry standards increase job-switching intentions. However, Handayani and Prasetyo (2021) emphasized that social ties and career development opportunities also influence retention, while Nugraha and Wahyuni (2022) found that employees may remain despite modest compensation if they perceive job stability and positive workplace relationships. Overall, these studies indicate that compensation fairness is a critical factor in shaping employee loyalty and retention, though it is intertwined with other organizational and social factors.

The Effect of Job Insecurity on Turnover Intention

Job insecurity was found to have a significant positive effect on turnover intention. Indicating that higher job insecurity leads to greater turnover intention. Employees who perceive their jobs as highly valuable may view the potential loss of employment as a serious threat, generating anxiety that drives them to seek alternative opportunities. Conversely, when employees feel secure through clear contracts, transparent communication, and stable career paths, their anxiety is reduced, allowing them to remain focused and

less inclined to leave. These findings are consistent with Wijaya and Putri (2023), who reported that high job insecurity increases turnover intention, particularly in industries facing structural changes and policy uncertainty, and with Saputra et al. (2022), who found that job insecurity heightens stress and reduces commitment, thereby increasing turnover risk. However, other studies highlight moderating factors: Handayani and Prasetyo (2021) noted that not all employees experiencing job insecurity intend to leave, especially when alternatives are limited or incentives are provided, while Nugraha and Wahyuni (2022) observed that employees may remain despite high insecurity if supported by positive workplace relationships or perceived career opportunities within the organization. Overall, job insecurity directly contributes to turnover intention but its impact can be mitigated by organizational support, incentives, and strong interpersonal ties.

The Moderating Role of Quarter-Life Crisis in the Relationship between Work-Life Balance and Turnover Intention

Quarter-life crisis was found to significantly moderate the effect of work-life balance on turnover intention. Suggesting that quarter-life crisis strengthens the negative relationship between work-life balance and turnover intention. Employees experiencing quarter-life crisis often face identity uncertainty, career confusion, and psychological pressure, making them more sensitive to poor work-life balance, which in turn increases their intention to leave. Conversely, when work-life balance is well maintained, quarter-life crisis may foster positive self-reflection that reduces the desire to resign. These findings align with Putri and Rahmawati (2023) and Hidayat et al. (2022), who showed that quarter-life crisis amplifies the link between low work-life balance and higher turnover intention, especially among younger employees. However, other studies suggest different dynamics: Setiawan and Lestari (2021) found that some employees remain despite poor balance if offered attractive compensation or career development opportunities, while Sari and Nugroho (2022) reported that individuals experiencing quarter-life crisis may choose to endure and seek internal solutions before deciding to leave. Overall, these results indicate that quarter-life crisis heightens the impact of work-life balance on turnover intention, but its effects may be influenced by compensation, career opportunities, and individual coping strategies.

The Moderating Role of Quarter-Life Crisis in the Relationship between Compensation and Turnover Intention

The findings reveal that quarter-life crisis does not significantly moderate the relationship between compensation and turnover intention. Although theoretically quarter-life crisis could influence how employees perceive compensation given its association with career confusion, identity struggles, and emotional pressure this effect was not evident in the study. Compensation, particularly in the form of facilities such as work equipment, vehicles, and multimedia tools, was viewed primarily as a technical and functional support for productivity, especially by employees in operations, events, and broadcasting divisions, rather than as a factor linked to psychological conditions. As most respondents were women, while quarter-life crisis is often more pronounced among men due to stronger social expectations of career achievement and financial independence, the moderating effect may not have been observable. These results align with Kurniawan and Pratama (2021) and Suryani and Handoko (2020), who emphasized compensation as a key factor in reducing turnover intention, though its effectiveness can diminish under certain psychological pressures. Similarly, Rahmawati (2022) found that individuals experiencing quarter-life crisis tend to be more sensitive to intrinsic job satisfaction than to material rewards. Thus, while compensation plays an important role in lowering turnover intention, its impact appears independent of quarter-life crisis in this context.

The Moderating Role of Quarter-Life Crisis in the Relationship between Job Insecurity and Turnover Intention

The findings show that quarter-life crisis does not significantly moderate the relationship between job insecurity. Conceptually, job insecurity reflects fear of losing employment that is perceived as valuable, and such uncertainty naturally encourages employees to seek safer alternatives. Meanwhile, quarter-life crisis is characterized by concerns over financial stability and life direction; however, this study indicates that such concerns do not strongly influence how employees perceive job security. For employees, job loss is regarded more as a threat to career continuity than as an outcome of quarter-life crisis. This suggests that job insecurity alone is sufficient to trigger turnover intention, primarily driven by structural factors such as contractual arrangements, performance evaluations, and the seasonal nature of work in the sports industry, without being amplified by quarter-life crisis. These findings align with Wijaya and Putri (2023) and Saputra et al. (2022), who found that job insecurity consistently leads to stress, reduced commitment, and higher turnover intention. While psychological conditions like quarter-life crisis may increase vulnerability to identity confusion or career uncertainty, they do not significantly strengthen the impact of job insecurity, highlighting that employees' intention to leave is shaped more by tangible job uncertainty than by situational psychological dynamics.



V. CONCLUSION

CONCLUSION

Based on the PLS analysis conducted to examine the influence of work-life balance, compensation, and job insecurity on turnover intention with quarter-life crisis as a moderating variable among employees of PT Development Basketball League Indonesia, this study concludes that work-life balance and compensation play a significant role in reducing employees' intention to leave, as greater balance between work and personal life and adequate compensation foster loyalty, commitment, and a sense of being valued. In contrast, higher levels of job insecurity increase turnover intention, as uncertainty regarding contracts, job continuity, and organizational changes encourages employees to seek more stable opportunities. Furthermore, quarter-life crisis was found to strengthen the effect of work-life balance on turnover intention, indicating that employees in this developmental phase are more vulnerable to imbalance between work and personal life. However, quarter-life crisis did not moderate the relationships between compensation and turnover intention or between job insecurity and turnover intention, as compensation was perceived primarily as a tangible organizational support, while job insecurity was seen as a structural condition of employment rather than a psychological concern.

SUGGESTION

The study recommends that companies enhance employees' work-life balance through flexible work arrangements, reasonable workloads, and adequate rest, supported by adaptive scheduling and wellness facilities to reduce stress and turnover intention. Ensuring competitive compensation accompanied by sufficient workplace facilities, such as modern equipment, a comfortable environment, and strong operational support, is also essential to improve satisfaction and loyalty. To address job insecurity, organizations should emphasize the strategic value of employees' roles by recognizing contributions, providing clear appreciation, and communicating the company's vision. Special support should be given to employees experiencing a quarter-life crisis through flexibility, counseling, and self-development programs, helping maintain balance and reduce its negative impact on turnover intention. Future research could incorporate additional variables such as transformational leadership, job satisfaction, organizational culture, employee engagement, and coworker support as mediating or moderating factors. Moreover, subsequent studies are encouraged to involve respondents from diverse industries and adopt longitudinal or mixed-method approaches for more comprehensive insights.

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