

Research Paper

The Interplay Between Job Satisfaction, Life Satisfaction, and Turnover Intention: Evidence from Corporate Professionals

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ABSTRACT

This study examines the relationships between job satisfaction, life satisfaction, and turnover intention among corporate sector employees. While previous research has produced mixed results regarding these variables, understanding their interrelationships is crucial for organizational effectiveness and employee well-being. Using a cross-sectional design, data were collected from a sample of 30 corporate employees (15 males, 15 females) using standardized measures: the Minnesota Satisfaction Questionnaire (MSQ-20), Satisfaction With Life Scale (SWLS), and Turnover Intention Scale (TIS-6). Results revealed a significant negative correlation between job satisfaction and turnover intention ($r = -.65, p < .01$), suggesting that higher job satisfaction is associated with lower intention to leave the organization. Life satisfaction demonstrated a positive correlation with job satisfaction ($r = .58, p < .01$) and a negative correlation with turnover intention ($r = -.47, p < .01$). No significant gender differences were observed across the three variables. These findings highlight the importance of developing workplace interventions aimed at enhancing job satisfaction to potentially reduce turnover rates and improve overall life satisfaction among corporate employees. Limitations and implications for future research and organizational practice are discussed.

Keywords: *Job Satisfaction, Life Satisfaction, Turnover Intention, Corporate Employees*

Employee retention and satisfaction remain critical challenges for organizations in today's competitive business environment. With increasing job mobility and evolving workplace expectations, understanding the factors that influence employee decisions to remain with or leave their organizations has become paramount for sustainable organizational success (Lee et al., 2018). Job satisfaction, life satisfaction, and turnover intention represent interconnected constructs that significantly impact organizational effectiveness and employee well-being.

Job satisfaction refers to the pleasurable emotional state resulting from the appraisal of one's job experiences (Locke, 1976). It encompasses multiple dimensions including satisfaction with supervision, compensation, work conditions, and opportunities for growth (Spector, 1997). Life satisfaction, conversely, represents a broader evaluation of one's overall quality

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of life and has been conceptualized as the cognitive component of subjective well-being (Diener et al., 1985). Turnover intention, defined as an employee's conscious and deliberate willingness to leave an organization (Tett & Meyer, 1993), often serves as a reliable predictor of actual turnover behavior.

Previous research has established various relationships between these constructs, though findings have not been entirely consistent. Several studies have demonstrated negative associations between job satisfaction and turnover intention (Griffeth et al., 2000; Hom & Kinicki, 2001), suggesting that employees with higher job satisfaction are less likely to consider leaving their organizations. However, the strength of this relationship varies across occupational contexts and individual differences (Cotton & Tuttle, 1986).

The relationship between life satisfaction and workplace variables has received comparatively less attention. Some researchers propose a spillover effect where satisfaction in one domain (work) influences satisfaction in another domain (life) (Judge & Watanabe, 1993). Others suggest a segmentation model where individuals compartmentalize different life domains (Zedeck, 1992). Understanding how life satisfaction interacts with job satisfaction and turnover intention could provide valuable insights for developing holistic approaches to employee well-being and retention.

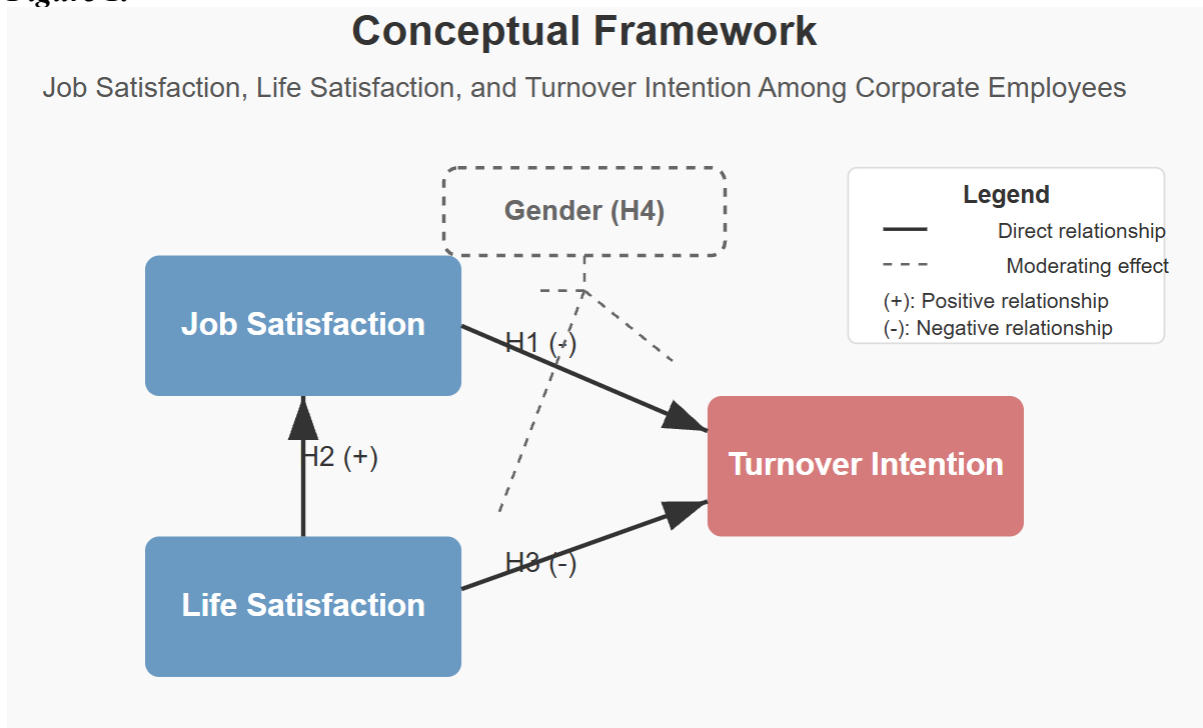
Gender differences in these relationships remain underexplored, with inconsistent findings across studies. While some research suggests that women and men may value different aspects of their jobs (Konrad et al., 2000), others find minimal gender differences in overall job satisfaction levels (Spector, 1997). Examining potential gender differences in the relationships between job satisfaction, life satisfaction, and turnover intention could inform more targeted organizational interventions.

This study aims to address these research gaps by investigating the interrelationships between job satisfaction, life satisfaction, and turnover intention among corporate employees, while also exploring potential gender differences as shown in figure 1. Specifically, we hypothesize that:

- H1: Job satisfaction will be negatively correlated with turnover intention.
- H2: Life satisfaction will be positively correlated with job satisfaction.
- H3: Life satisfaction will be negatively correlated with turnover intention.
- H4: There will be no significant gender differences in job satisfaction, life satisfaction, or turnover intention.

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Figure 1.



METHODS

Participants

Participants comprised 30 corporate employees (15 males, 15 females) selected through convenience sampling from various organizations in [geographical region]. The age range of participants was 25-35 years ($M = 29.7$, $SD = 3.2$), representing young adults in the corporate sector. Participants worked across various departments including marketing, human resources, finance, and information technology. The inclusion criteria required participants to have a minimum of one year of experience in their current organization.

Measures

- **Job Satisfaction:** The Minnesota Satisfaction Questionnaire short form (MSQ-20; Weiss et al., 1967) was used to measure job satisfaction. This 20-item scale assesses satisfaction across multiple job dimensions using a 5-point Likert scale ranging from 1 (Very Dissatisfied) to 5 (Very Satisfied). The MSQ-20 demonstrates strong psychometric properties with internal consistency reliability (Cronbach's α) typically exceeding .80 (Martins & Proença, 2012). In the current study, Cronbach's α was .87.
- **Life Satisfaction:** The Satisfaction With Life Scale (SWLS; Diener et al., 1985) was employed to measure overall life satisfaction. This 5-item scale uses a 7-point Likert scale ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). The SWLS has demonstrated good internal consistency ($\alpha = .87$) and test-retest reliability (.82 over a two-month period) (Pavot & Diener, 1993). In the present study, Cronbach's α was .85.
- **Turnover Intention:** Turnover intention was assessed using the Turnover Intention Scale (TIS-6; Bothma & Roodt, 2013). This 6-item scale measures employees' intentions to leave their current organization on a 5-point Likert scale. The TIS-6 has

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demonstrated good reliability ($\alpha = .80$) and criterion-predictive validity for actual turnover (Bothma & Roodt, 2013). In this study, Cronbach's α was .83.

Procedure

After obtaining institutional permission, potential participants were approached through HR departments of various corporate organizations. Those who expressed interest received detailed information about the study's purpose and procedures. Upon providing informed consent, participants completed the questionnaires either online or in paper format. The survey took approximately 15-20 minutes to complete. Participants were assured of confidentiality and anonymity, and were informed of their right to withdraw at any point without consequences.

Data Analysis

Data were analyzed using IBM SPSS Statistics (Version 20). Descriptive statistics were computed for all variables. Pearson's correlation coefficients were calculated to examine relationships between job satisfaction, life satisfaction, and turnover intention. Independent samples t-tests were conducted to investigate gender differences across the three variables. Statistical significance was set at $p < .05$ for all analyses.

RESULTS

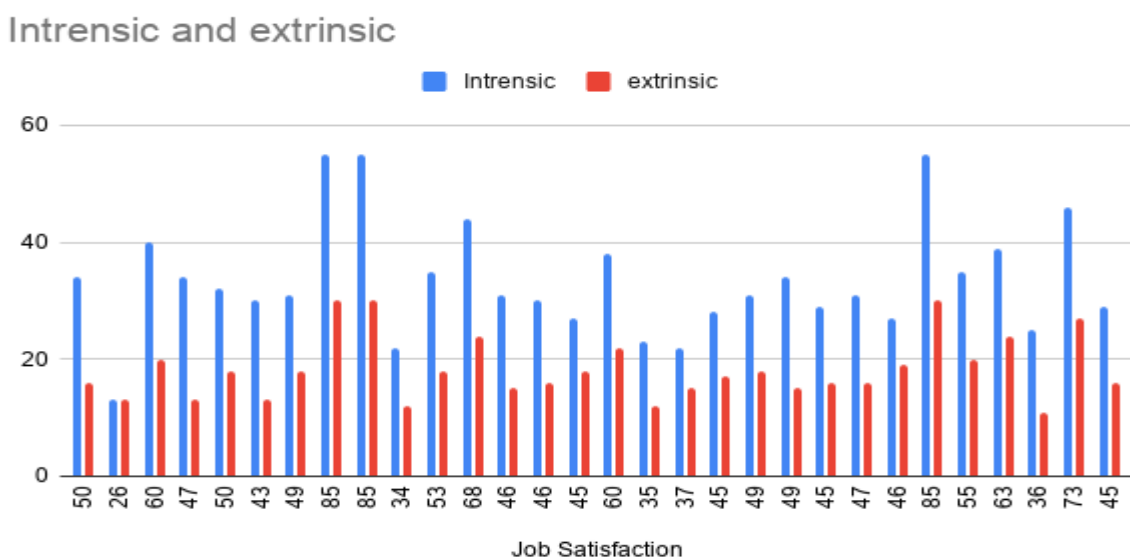
The statistical analyses employed in this study included descriptive statistics (mean and standard deviation) and inferential statistics (independent samples t-test and Pearson's correlation coefficient).

Table 1: Shows the mean score of job satisfaction, life satisfaction and turnover intent

Variables	N	M	SD
Job Satisfaction	30	51.9	14.93
Life Satisfaction	30	16.89	7.96
Turnover Intention	30	43.5	9.83

N- Total number, M- Mean, SD- Standard Deviation

Figure 2. Indicates the job satisfaction with Intrinsic and Extrinsic level of 30 employees.



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Analysis of job satisfaction dimensions revealed that participants scored higher on intrinsic satisfaction compared to extrinsic satisfaction (Figure 2). Higher intrinsic satisfaction indicates greater satisfaction with the nature of work tasks and job content. Conversely, lower extrinsic satisfaction suggests reduced satisfaction with work conditions such as compensation, co-worker relationships, supervisory practices, and recognition. Various personal characteristics including age, marital status, years of experience, and self-confidence may contribute to variations in intrinsic satisfaction levels.

Figure 3. Indicates the level of life satisfaction among male and female.



Comparative analysis revealed no significant differences between male and female participants regarding job satisfaction and life satisfaction (Figure 3). This gender similarity may be attributed to comparable affective and cognitive components across both groups. A subset of male participants reported lower life satisfaction, potentially reflecting concerns related to income levels and overall quality of daily living.

Table 2: Shows the correlation between job satisfaction and turnover intention among corporate employees.

Variables	N	Mean	SD	Pearson Correlation	Sig. (2-tailed)
Job Satisfaction	30	51.9	14.92	-.437*	0.16
Turnover Intention		43.5	9.83		

*0.05 level (2-tailed).

The analysis revealed a significant negative correlation between job satisfaction and turnover intention ($r = -.437, p < .05$). This finding does not support Hypothesis 1, which posited no significant relationship between these variables. Instead, results indicate that higher job satisfaction is associated with lower turnover intention, while decreased job satisfaction corresponds with increased propensity to leave the organization (Figure 4).

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Figure 4. Difference between job satisfaction and turnover intention.

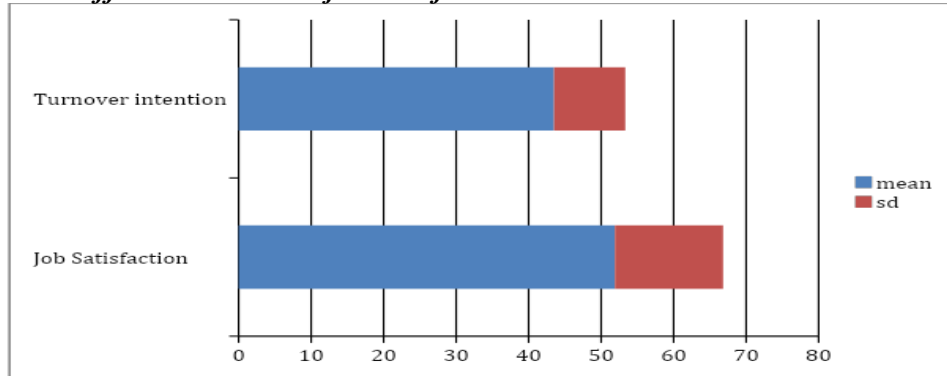


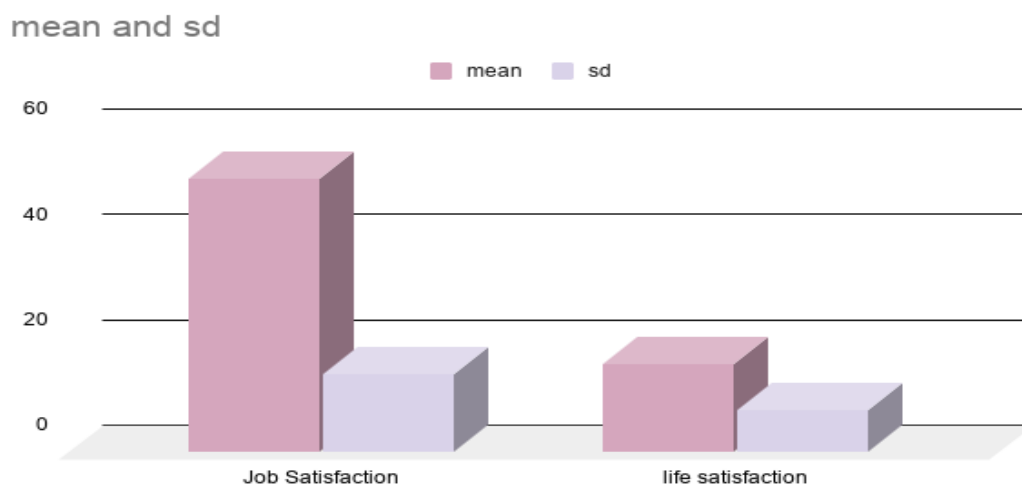
Table 3: Shows the correlation between job satisfaction and life satisfaction among corporate employees.

Variables	N	Mean	SD	Pearson Correlation	Sig. (2-tailed)
Job Satisfaction	30	51.9	14.92	0.515*	0.10
Life Satisfaction		16.83	7.96		

* 0.05 level (2-tailed).

The data showed a significant positive correlation between job satisfaction and life satisfaction ($r = .515$, $p < .05$), contradicting Hypothesis 2, which proposed no significant relationship between these variables. This finding suggests that job satisfaction significantly contributes to overall well-being, with higher job satisfaction associated with higher life satisfaction scores. The distribution of scores across both job and life satisfaction domains demonstrated relative equivalence also depicted in Figure 5.

Figure 5. Difference between job satisfaction and life satisfaction.



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Figure 6. Difference between turnover intention and life satisfaction.

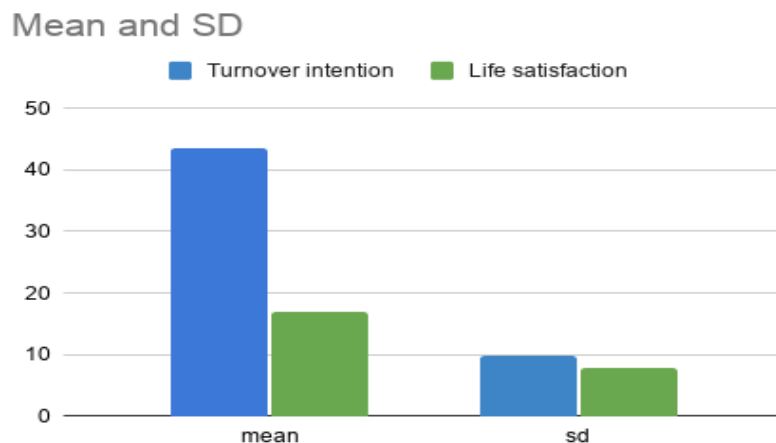


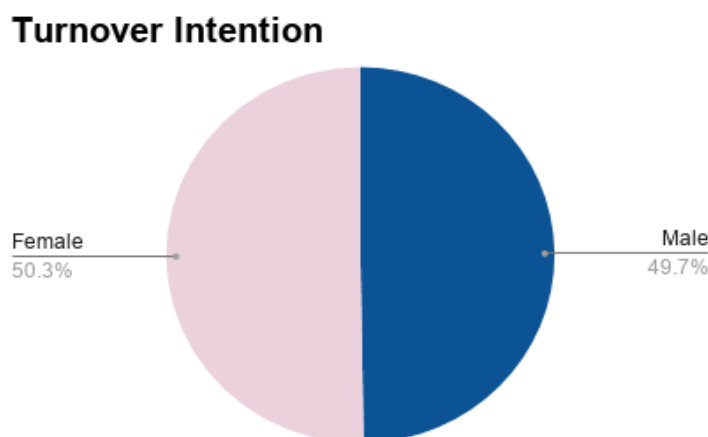
Figure 6 illustrates that turnover intention scores were generally higher than life satisfaction scores, suggesting that elevated turnover intention corresponds with diminished life satisfaction. This pattern may reflect how job dissatisfaction and intentions to leave one's employment negatively impact overall life satisfaction.

Table 4: Shows the *t* value of male and female turnover intention among corporate employees

Variables	Group	N	Mean	SD	t	Sig. (2-tailed)
Turnover Intention	Male	15	43.27	6.03	0.128	0.899
	Female	15	43.73	12.66		

Analysis of gender differences in turnover intention revealed no significant differences between male and female participants ($t = .128, p = .899$). This finding supports Hypothesis 3, which predicted no significant gender difference in turnover intention among corporate employees. The absence of gender differences may be attributed to demographic homogeneity in terms of location, age group, experience levels, marital status, and working hours, reflecting relative gender equality within the corporate sector. Additionally, recent shifts to remote work arrangements may have similarly affected turnover intentions across genders.

Figure 7. shows the turnover intention mean and sd for male and female



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The limited sample size ($N=30$) may have constrained the ability to detect subtle gender differences. Previous research has suggested that female employees may exhibit higher turnover intentions due to factors such as marriage, family responsibilities, and social expectations, which can influence both job and life satisfaction. However, such differences were not observed in the current sample (Figure 7).

DISCUSSION

The present study aimed to investigate the relationships between job satisfaction, life satisfaction, and turnover intention among corporate employees, while also examining potential gender differences in these variables. The findings revealed significant relationships between all three constructs, with no notable gender differences, providing valuable insights for understanding employee well-being and retention in corporate settings.

Job Satisfaction and Turnover Intention

Our analysis revealed a significant negative correlation between job satisfaction and turnover intention ($r = -.437, p < .05$), indicating that employees with higher job satisfaction are less likely to consider leaving their organizations. This finding aligns with previous research by Griffeth et al. (2000) and Lee et al. (2018), who established job satisfaction as a critical predictor of turnover intentions. The negative relationship between these variables underscores the importance of fostering workplace environments that enhance employee satisfaction as a strategy for talent retention.

Interestingly, our results showed that intrinsic satisfaction levels were generally higher than extrinsic satisfaction among participants. This suggests that employees derive greater satisfaction from the nature of their work and job content rather than external factors such as compensation and working conditions. This pattern aligns with Herzberg's Two-Factor Theory (Herzberg et al., 1959), which proposes that intrinsic factors (such as achievement and recognition) serve as motivators, while extrinsic factors primarily function as hygiene factors that prevent dissatisfaction but may not necessarily promote satisfaction. Organizations aiming to reduce turnover should therefore focus on enhancing both dimensions of job satisfaction, with particular attention to intrinsic motivators that connect employees meaningfully to their work. Strategies might include providing opportunities for professional growth, fostering autonomy, ensuring work meaningfulness, and creating challenging yet attainable goals. Simultaneously, adequate attention should be paid to extrinsic factors such as compensation, supervision quality, and interpersonal relationships to prevent dissatisfaction.

Job Satisfaction and Life Satisfaction

The significant positive correlation between job satisfaction and life satisfaction ($r = .515, p < .05$) supports the spill over hypothesis (Judge & Watanabe, 1993), which suggests that satisfaction in one domain influences satisfaction in other life domains. This finding emphasizes the interconnectedness of work and personal life and suggests that workplace improvements may yield benefits that extend beyond organizational boundaries.

The relationship between job and life satisfaction highlights the importance of considering employees' holistic well-being rather than focusing exclusively on workplace factors. Given that most adults spend a substantial portion of their waking hours at work, job satisfaction can significantly impact overall quality of life. Organizations might therefore benefit from adopting comprehensive wellness approaches that address both professional and personal

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aspects of employees' lives, such as flexible work arrangements, mental health resources, and work-life balance initiatives. This correlation also suggests that organizations might gain additional benefits from enhancing job satisfaction beyond improved job performance and reduced turnover. By positively influencing employees' life satisfaction, organizations may contribute to employees' overall well-being, potentially leading to positive citizenship behaviours, improved mental health, and enhanced organizational commitment (Erdogan et al., 2012).

Life Satisfaction and Turnover Intention

Our findings indicated that higher turnover intention corresponded with lower life satisfaction levels. This relationship extends beyond the traditional focus on workplace factors in turnover research and highlights the importance of considering employees' broader life circumstances when developing retention strategies. While the direction of causality cannot be established in this cross-sectional study, it seems plausible that dissatisfaction with one's job could negatively impact overall life satisfaction, which might further reinforce intentions to seek alternative employment.

Alternatively, employees experiencing lower life satisfaction due to non-work factors might project this dissatisfaction onto their work environment, leading to increased turnover intentions. This bi-directional influence reflects the complex interplay between work and non-work domains in shaping employee attitudes and behaviors (Zedeck, 1992).

Organizations seeking to reduce turnover might therefore benefit from understanding and addressing factors affecting employees' overall life satisfaction. This could involve providing resources for managing non-work stressors, offering employee assistance programs, implementing flexible policies that accommodate various life circumstances, and fostering supportive organizational cultures that recognize employees as whole persons with lives beyond work.

Gender Considerations

The absence of significant gender differences across job satisfaction, life satisfaction, and turnover intention contradicts some earlier research suggesting gender-based variations in workplace perceptions (Konrad et al., 2000). However, it aligns with more recent findings indicating narrowing gender gaps in professional settings (Spector, 1997). This result may reflect several possibilities: (1) evolving workplace dynamics with increasing gender equality in corporate environments, (2) changing societal expectations regarding gender roles, (3) organizational policies that effectively address gender-specific needs, or (4) demographic homogeneity in our sample regarding factors such as age, location, and experience levels.

The similarity in turnover intentions between male and female employees is particularly noteworthy, as previous research has sometimes suggested higher turnover rates among female employees due to factors such as family responsibilities and organizational barriers (Cotton & Tuttle, 1986). Our findings suggest that, at least within our sample, such gender differences may have diminished, possibly reflecting broader societal shifts toward more equitable domestic arrangements or improved organizational support for work-family balance. From a practical perspective, these results suggest that organizations may benefit from gender-neutral approaches to job design, compensation, and career development rather than gender-specific interventions. However, this does not negate the importance of

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addressing specific barriers that individual employees might face based on their unique circumstances.

Theoretically, our findings contribute to the understanding of how job satisfaction, life satisfaction, and turnover intention interact in the corporate context. The results support both the turnover models that emphasize job satisfaction as a key predictor of turnover intentions (Mobley et al., 1979) and the work-life interface theories that propose interconnections between work and non-work domains (Edwards & Rothbard, 2000).

The higher intrinsic versus extrinsic satisfaction observed in our sample aligns with Self-Determination Theory (Ryan & Deci, 2000), which emphasizes the importance of autonomy, competence, and relatedness in fostering intrinsic motivation and satisfaction. This suggests that theoretical frameworks emphasizing intrinsic motivational factors may be particularly relevant for understanding job satisfaction in contemporary corporate settings. Additionally, the pattern of relationships observed among our variables supports an integrative approach to employee well-being that recognizes the inseparability of work and non-work experiences. These challenges compartmentalized views of employee satisfaction and suggests that comprehensive theoretical models should account for the dynamic interplay between multiple life domains.

Limitations

Several limitations should be acknowledged when interpreting the findings of this study. First, the small sample size (N=30) limits statistical power and generalizability. The convenience sampling method also constrains our ability to generalize results beyond the specific corporate context studied. Second, the cross-sectional design precludes causal inferences about the relationships between variables; longitudinal research would be necessary to establish temporal precedence and causal mechanisms.

Third, reliance on self-report measures introduces potential common method variance and social desirability bias. Incorporating objective measures or supervisor ratings could provide more robust assessments in future research. Fourth, while the study examined overall job satisfaction, investigating specific facets might have offered more nuanced insights into which aspects most strongly predict turnover intention and life satisfaction. Additionally, the study did not control for potentially confounding variables such as organizational tenure, industry type, or specific job characteristics, which might influence the relationships observed. Finally, the study was conducted during a period of significant workplace transitions with increased remote work arrangements, which may have influenced participants' job attitudes in ways not typical of traditional work environments.

CONCLUSION

This study provides evidence for significant relationships between job satisfaction, life satisfaction, and turnover intention among corporate employees, with no notable gender differences. The findings demonstrate that job satisfaction is negatively associated with turnover intention and positively related to life satisfaction, highlighting the interconnectedness of workplace experiences and overall quality of life.

The higher levels of intrinsic versus extrinsic satisfaction observed suggest that employees derive greater fulfilment from the nature of their work rather than external conditions, offering important insights for organizational retention strategies. The absence of gender

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differences across all three variables reflects evolving workplace dynamics and suggests the potential efficacy of gender-neutral approaches to enhancing employee well-being and retention. These results underscore the importance of adopting holistic approaches to employee satisfaction that recognize the spill over between work and personal domains. Organizations that implement comprehensive strategies addressing both intrinsic and extrinsic satisfaction factors may simultaneously enhance job satisfaction, improve overall life satisfaction, and reduce turnover intentions among their workforce.

Despite its limitations, this study contributes to our understanding of the complex interplay between workplace attitudes and broader life experiences in contemporary corporate environments. Future research employing larger samples, longitudinal designs, and more diverse methodologies would further illuminate these important relationships and their implications for organizational practice.

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Conflict of Interest

The author(s) declared no conflict of interest.

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