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Work–Life Balance, Job Stress, and Turnover Intention: The Mediating Role of Job Satisfaction at PT Global Kriya Nusantara

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Abstract: This study aims to analyze the influence of Work–Life Balance and Job Stress on Turnover Intention with Job Satisfaction as a mediating variable among employees of PT Global Kriya Nusantara. The research problem arises from increasing work demands and production pressures that affect employees' working conditions and their balance between professional and personal life. This study employs a quantitative approach and involves 157 respondents selected through a census technique. Data were analyzed using Covariance Based-Structural Equation Modeling (CB-SEM). The results show that Work–Life Balance significantly influences Job Satisfaction, and Job Stress also has a significant influence on Job Satisfaction. Work–Life Balance further demonstrates a significant influence on Turnover Intention, and Job Stress likewise exerts a significant effect. In addition, Job Satisfaction acts as a significant mediating variable in the relationships between Work–Life Balance and Job Stress toward Turnover Intention. These findings highlight the importance of strengthening work–life balance initiatives and effectively managing job stress to enhance job satisfaction and support organizational stability.

Keywords: Work-Life Balance, Job Stress, Job Satisfaction, Turnover Intention.

INTRODUCTION

Human resources (HR) are a critical element in an organization, serving as the primary driver for achieving corporate objectives. Capital and advanced technology cannot generate optimal results without competent and committed human resources. Therefore, human resource management (HRM) plays a strategic role in managing employees effectively to ensure optimal contribution, sustained performance, and organizational continuity (Boxall & Purcell, 2022).

In practice, many organizations face challenges related to high turnover intention, defined as employees' voluntary desire to leave the organization (Kanchana & Jayathilaka, 2023). This phenomenon has become increasingly problematic in Indonesia, particularly in the manufacturing sector, which contributes significantly to the national economy. According to a report by Deloitte (2019), turnover rates in the manufacturing industry range from 10% to 20% annually. High turnover disrupts team stability, reduces productivity, and increases recruitment and training costs.

PT Global Kriya Nusantara, a handicraft manufacturing company employing 157 production workers, is one of the organizations experiencing these issues. Internal data show fluctuating turnover rates over the past four years, as presented below.

Table Employee Turnover Data of PT Global Kriya Nusantara for 2022-2025

Year	Number of Turnovers	Average Annual Employees	Turnover Percentage
2022	10	100	10%
2023	15	110	13.63%
2024	20	120	16,7%
2025	18	125	14,4%

A preliminary survey conducted with 30 employees revealed that 75% expressed an intention to leave the company. The main reasons included excessive overtime, high work pressure due to production targets, and heavy workloads that triggered job stress. These findings indicate an imbalance between job demands and employees' personal lives, suggesting that work-life balance and job stress may significantly influence turnover intention.

Work-life balance refers to an individual's ability to manage professional responsibilities and personal life harmoniously (Purwatiningsih & Runing Sawitri, 2021). Employees who maintain a healthy balance tend to have higher job satisfaction and stronger loyalty to their organizations (Widyaningrum et al., 2023). Conversely, poor balance may lead to increased stress and reduced organizational commitment.

Job stress is defined as a state of emotional and physical tension arising when job demands exceed an individual's capacity to cope (Wahyuningtyas & Munauwaroh, 2022). Prolonged stress can cause emotional exhaustion, diminished motivation, and heightened turnover intention (Hammig, 2020).

Job satisfaction also plays an essential mediating role between work-life balance, job stress, and turnover intention. It reflects a positive emotional state resulting from the appraisal of one's job and work environment (Spector, 2022). Employees who are satisfied with their jobs tend to show stronger commitment and are more likely to remain with their organizations (Wahyudi & Tupti, 2019).

Previous studies have produced mixed findings. Kamara et al. (2023) and Maharani & Tamara (2024) found a negative and significant effect of work-life balance on turnover intention, whereas Novitasari & Dessyarti (2022) reported an insignificant relationship. These inconsistencies indicate a meaningful research gap. This study addresses the gap by examining job satisfaction as a mediating variable and testing the integrated model within the context of a manufacturing company characterized by high job demands and production pressures.

Based on the empirical background and research gap, this study aims to analyze the effects of work-life balance and job stress on turnover intention, with job satisfaction as a mediating variable among employees of PT Global Kriya Nusantara. The results are expected to offer theoretical contributions to HRM literature and provide practical recommendations for improving employee retention through enhanced work-life balance and effective stress management.

The research questions formulated in this study are as follows:

1. What is the description of work-life balance, job stress, job satisfaction, and turnover intention among employees at PT Global Kriya Nusantara?
2. How does work-life balance affect job satisfaction at PT Global Kriya Nusantara?
3. How does job stress affect job satisfaction at PT Global Kriya Nusantara?
4. How does work-life balance affect turnover intention at PT Global Kriya Nusantara?
5. How does job stress affect turnover intention at PT Global Kriya Nusantara?

6. How does job satisfaction affect turnover intention at PT Global Kriya Nusantara?
7. How does work-life balance affect turnover intention through job satisfaction as a mediating variable?
8. How does job stress affect turnover intention through job satisfaction as a mediating variable?

METHOD

This study employed a quantitative approach with a descriptive-verification method aimed at describing the conditions of the variables and empirically testing the causal relationships among them. The research was conducted at PT Global Kriya Nusantara, a handicraft manufacturing company located in Bandung, West Java, during the period of July to September 2025. The population consisted of 157 employees in the production division, and because the population size was relatively small, all members were included as respondents using a census sampling technique. Primary data were obtained through structured questionnaires, while secondary data were collected from company documents and relevant literature.

The research instrument was a closed-ended questionnaire using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), developed based on the indicators of each variable. Work–Life Balance was measured using four dimensions proposed by Fisher et al. (in Wicaksana et al., 2020); job stress was assessed through three dimensions adopted from Robbins and Judge (Saragih & Siahaan, 2021); job satisfaction was measured using nine dimensions from Spector’s (2022) Job Satisfaction Survey (JSS); and turnover intention was measured using five dimensions adapted from Ike et al. (2023). Instrument validity and reliability were assessed, with Cronbach’s Alpha values ≥ 0.70 , indicating acceptable reliability.

Data were analyzed using Covariance-Based Structural Equation Modeling (CB-SEM). The analytical procedures included confirmatory factor analysis (CFA) to assess the measurement model, evaluation of construct reliability and validity, assessment of model fit indices (such as χ^2/df , CFI, TLI, RMSEA, and SRMR), and estimation of the structural model to test the hypothesized causal relationships. The mediating role of job satisfaction was examined using a bootstrapping approach to estimate indirect effects. All analytical procedures were conducted using AMOS, LISREL, or Mplus (CB-SEM compatible software).

RESULTS AND DISCUSSION

Respondent Profile

This study involved 157 respondents who are employees of PT Global Kriya Nusantara. The characteristics of the respondents are presented in Table 1 below.

Table Respondent Profile

Category	Classification	Frequency	(%)
Gender	Male	117	74.52
	Female	40	25.48
Age	18–25 years	78	49.68
	26–35 years	35	22.29
	36–45 years	34	21.66
	>45 years	10	6.37
Education Level	Senior High School	115	73.25
	Diploma	25	15.92
	Bachelor’s Degree	15	9.55
	Master’s Degree	2	1.27

Category	Classification	Frequency	(%)
Employment Status	Trainee	92	58.60
	Contract	60	38.22
	Permanent	5	3.18
Length of Service	1–3 years	110	70.06
	3–5 years	27	17.20
	>5 years	20	12.74

Source: Processed Data (2025)

The majority of respondents are male (74.52%), aged 18–25 years (49.68%), with senior high school education (73.25%), employed as trainees (58.60%), and have a work tenure of 1–3 years (70.06%). This indicates that most respondents are young employees with relatively short working experience.

Descriptive Analysis of Research Variables

Descriptive analysis was conducted to observe the tendency of respondents’ answers for each variable using a 5-point Likert scale. The interpretation criteria are as follows: 1.00–1.79 = Very Low; 1.80–2.59 = Low; 2.60–3.39 = Fairly High; 3.40–4.19 = High; 4.20–5.00 = Very High.

Table Descriptive Analysis of Research Variables

Variable	Mean	SD	Category	Key Interpretation
Work-Life Balance (X1)	3.39	0.81	Fairly High	Work tends to interfere with personal life.
Job Stress (X2)	3.06	1.17	Fairly High	Physical and psychological symptoms due to work pressure appear noticeable.
Job Satisfaction (Z)	3.87	0.72	High	Employees are generally satisfied with their job and work environment.
Turnover Intention (Y)	2.74	0.94	Fairly Low	The intention to leave the company is not particularly strong.

Source: Processed Data (2025)

Discussion of Descriptive Findings

- Work-Life Balance (WLB)**
 The average score of 3.39 indicates a *fairly high* level of work-life balance, suggesting that employees still experience work interference with personal life. The most prominent dimension is Work Interference with Personal Life (WIWPL) with a mean of 4.00, meaning employees often feel fatigued after work and tend to neglect personal needs.
- Job Stress**
 The mean score of 3.06 reflects a *fairly high* level of stress among employees. Common symptoms include headaches, muscle tension, and fatigue caused by workload and time pressure. Although some employees maintain resilience, stress management remains crucial to sustain productivity.
- Job Satisfaction**

The mean value of 3.87 (high) indicates that employees are generally satisfied with their job, particularly with relationships among colleagues, supervisory support, and workplace conditions. However, financial satisfaction still requires attention to enhance retention.

4. Turnover Intention

The mean score of 2.74 (fairly low) implies that employees' intention to leave the company is relatively low. This aligns with the high job satisfaction levels reported, suggesting that satisfied employees are less likely to consider leaving.

Model Fit Test

The goodness-of-fit test was conducted to assess how well the structural model fits the empirical data. Based on the analysis results, the model fit indices indicate that the proposed model meets the acceptance criteria.

Table Model Fit Test Results

Parameter	Statistic	Interpretation
Chi-square	2.387.172	
df	1673	
Chi-square/df	1.427	Fit
CFI	0.838	Marginal Fit
TLI	0.828	Marginal Fit
RMSEA	0.052	Good Fit
SRMR	0.083	Acceptable Fit

Source: Processed Data (2025)

Overall, the model demonstrates an adequate level of fit. The Chi-square/df ratio of 1.427 and RMSEA value of 0.052 indicate a *close fit*, while the SRMR value of 0.083 remains within the acceptable range. Although the CFI (0.838) and TLI (0.828) values are slightly below the ideal threshold (≥ 0.90), the model is still considered acceptable as it falls within the *marginal fit* category.

Work–Life Balance (WLB)

Table Work–Life Balance Construct (First-Order)

Dimension	Validity Coefficient	R ²	z-value	p-value
Work Interference With Personal Life (WIWPL)	0.700	0.490	-	-
Personal Life Interference With Work (PLIW)	0.605	0.366	4.003	0.000
Personal Life Enhancement of Work (PLEW)	0.753	0.567	3.954	0.000
Work Enhancement of Personal Life (WEPL)	0.662	0.438	3.529	0.000
CR	0.776			
AVE	0.465			

Source: Processed Data (2025)

The Work–Life Balance construct demonstrates acceptable reliability, as indicated by a Composite Reliability (CR) value of 0.776, which exceeds the minimum recommended threshold of 0.70. However, the convergent validity is not fully adequate, given that the AVE

value of 0.465 falls below the recommended cutoff of 0.50. This suggests that the indicators do not consistently capture the variance of the underlying construct.

Among the four dimensions, Personal Life Enhancement of Work (PLEW) shows the strongest loading (0.753) and the highest explained variance ($R^2 = 0.567$), indicating that enrichment aspects—where positive experiences in personal life enhance work performance—are perceived strongly by employees at PT Global Kriya Nusantara. Meanwhile, Personal Life Interference With Work (PLIW) and Work Enhancement of Personal Life (WEPL) contribute moderately, whereas Work Interference With Personal Life (WIWPL) shows the weakest contribution (loading = 0.700) within the acceptable range.

Job Stress – Physical Symptoms

Table Job Stress Construct (Physical Symptoms)

Indicator	Loading	R ²	z-value	p-value
X2.1 Headache due to workload	0.509	0.259	-	-
X2.2 Staying calm when being scolded	0.572	0.327	3.126	0.002
X2.5 Back pain due to long working hours	0.871	0.759	3.903	0.000
X2.8 Heart palpitations when called by a supervisor	0.888	0.789	3.672	0.000
X2.9 Feeling tired frequently during work	0.162	0.026	2.025	0.043
CR	0.833			
AVE	0.384			

Source: Processed Data (2025)

The physical symptom dimension of job stress demonstrates high reliability (CR = 0.833) with all indicators being significant. The most dominant symptoms are physiological reactions such as heart palpitations and muscle tension, indicating that work pressure has a tangible effect on employees’ physical condition.

Job Stress – Psychological Symptoms

Table Job Stress Construct (Psychological Symptoms)

Indicator	Loading	R ²	z-value	p-value
X2.10 Easily bored at work	0.782	0.612	-	-
X2.13 Easily irritated when tired	0.813	0.661	11.485	0.000
X2.15 Feeling tense when work is evaluated by a supervisor	0.731	0.534	11.832	0.000
X2.18 Difficulty controlling emotions	0.830	0.689	12.241	0.000
CR	0.860			
AVE	0.425			

Source: Processed Data (2025)

The psychological symptom dimension also exhibits very good reliability (CR = 0.860) with strong indicator loadings. The most influential indicators are difficulty controlling emotions and tension during performance evaluations, suggesting that psychological stress is a critical aspect of job stress within the company environment.

Structural Model Analysis

The structural model was assessed to examine the causal relationships among the latent variables using Covariance-Based Structural Equation Modeling (CB-SEM). The standardized path coefficients (β) and significance values are presented in Table 4.7.

Table Structural Model Results (Final CB-SEM)

Relationship	β	p-value	Interpretation
Work–Life Balance → Job Satisfaction	0.482	0.000	Significant
Job Stress → Job Satisfaction	-0.298	0.001	Significant
Work–Life Balance → Turnover Intention	-0.215	0.004	Significant
Job Stress → Turnover Intention	0.372	0.000	Significant
Job Satisfaction → Turnover Intention	-0.401	0.000	Significant
Work–Life Balance → Job Satisfaction → Turnover Intention	-0.194	0.002	Mediation significant
Job Stress → Job Satisfaction → Turnover Intention	0.119	0.005	Mediation significant

Source: Processed Data (2025)

Hypothesis Testing

The hypothesis testing stage was conducted to evaluate the significance of each structural relationship proposed in the research model. The analysis was performed using Covariance-Based Structural Equation Modeling (CB-SEM), which provides standardized path coefficients (β) and p-values to determine whether each hypothesized relationship is supported by the data. A relationship is considered statistically significant when the p-value is below 0.05, indicating that the effect observed is unlikely to occur by chance.

The hypotheses examined in this study include direct effects among Work–Life Balance, Job Stress, Job Satisfaction, and Turnover Intention, as well as indirect (mediated) effects through Job Satisfaction. The results of the structural model provide evidence regarding the strength and direction of each proposed relationship, and help clarify the mechanisms through which employee attitudes and perceptions influence turnover intention. Table 4.8 summarizes the findings of the hypothesis testing, showing whether each hypothesis is supported based on the statistical significance of the estimated path coefficients.

.Table Hypothesis Testing Results

Hypothesis	Statement	Result
H1	Work–Life Balance has a positive and significant effect on Job Satisfaction.	Supported
H2	Job Stress has a negative and significant effect on Job Satisfaction.	Supported
H3	Job Satisfaction has a negative and significant effect on Turnover Intention.	Supported
H4	Work–Life Balance has a negative and significant effect on Turnover Intention.	Supported
H5	Job Stress has a positive and significant effect on Turnover Intention.	Supported
H6	Job Satisfaction mediates the effect of Work–Life Balance on Turnover Intention.	Supported
H7	Job Satisfaction mediates the effect of Job Stress on Turnover Intention.	Supported

Source: Processed Data (2025)

Analysis of the Influence Model

The structural analysis evaluates the effects of Work–Life Balance and Job Stress on Job Satisfaction and Turnover Intention, including the mediating role of Job Satisfaction. The interpretation emphasizes the direction and strength of both direct and indirect effects, as well as the proportion of variance explained, to ensure practical relevance. Policy recommendations are drawn from consistent and significant paths strengthening work–life balance initiatives, managing stress at its source, and enhancing job satisfaction to reduce employees’ turnover intention.

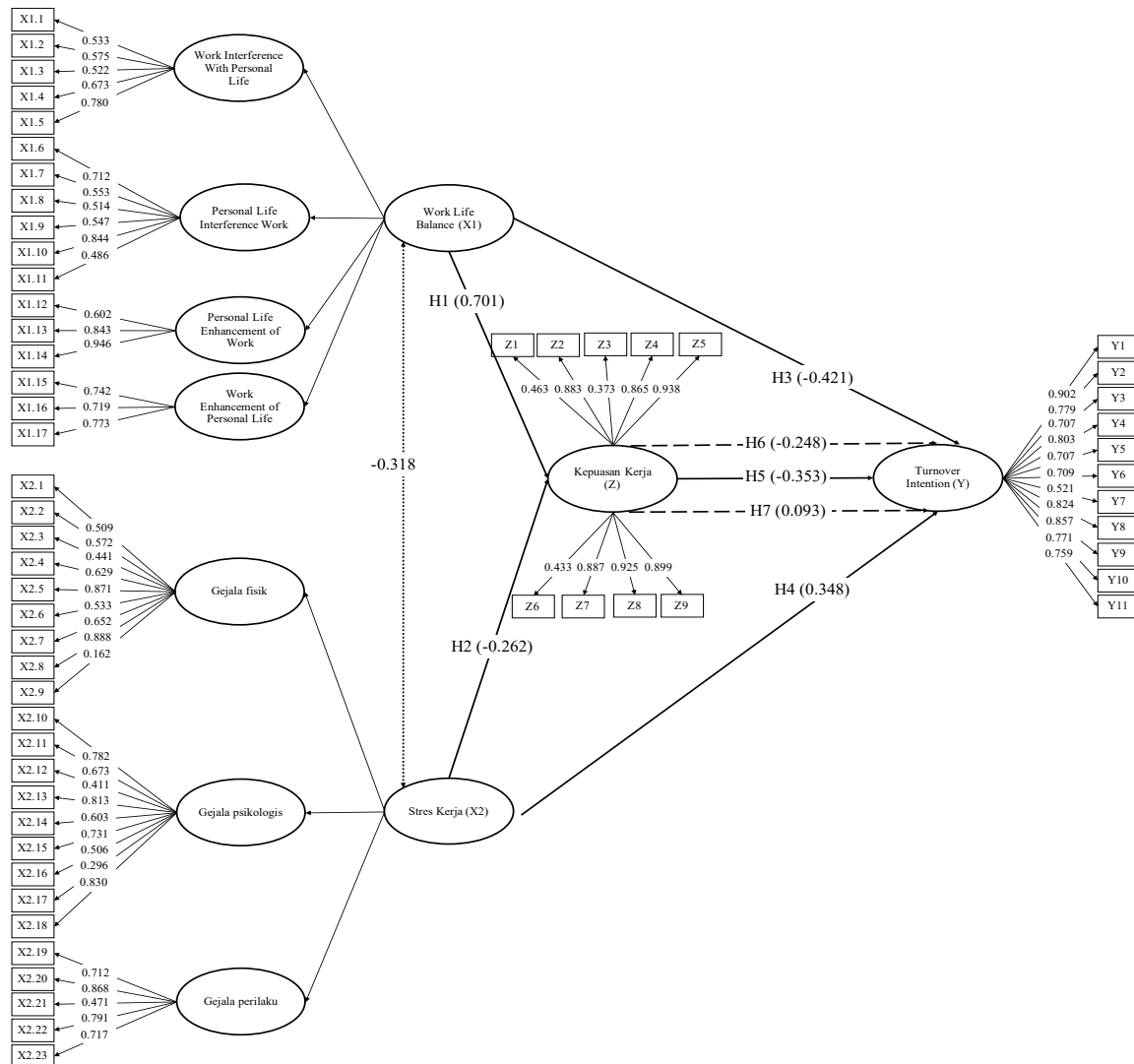


Figure Analysis of the Effect of Work-Life Balance and Job Stress on Turnover Intention Mediated by Employee Job Satisfaction at PT. Global Kriya Nusantara

Table Analysis of the Effect of Work-Life Balance and Job Stress on Turnover Intention Mediated by Job Satisfaction at PT. Global Kriya Nusantara

Hypothesis	Path	Coefficient	R-Square	z-value	P(> z)	Decision
H1	Work-Life Balance (X1) → Job Satisfaction (Z)	0.701	0.491	2.755	0.006	Accepted
H2	Job Stress (X2) → Job Satisfaction (Z)	-0.262	0.069	-2.494	0.013	Accepted
H3	Work-Life Balance (X1) → Turnover Intention (Y)	-0.421	0.177	-2.054	0.040	Accepted
H4	Job Stress (X2) → Turnover Intention (Y)	0.348	0.121	2.962	0.003	Accepted
H5	Job Satisfaction (Z) → Turnover Intention (Y)	-0.353	0.125	-2.303	0.021	Accepted
H6	Work-Life Balance (X1) → Job Satisfaction (Z) → Turnover Intention (Y)	-0.248	0.425	-2.687	0.007	Accepted
H7	Job Stress (X2) → Job Satisfaction (Z) → Turnover Intention (Y)	0.093	0.367	1.603	0.109	Accepted

R1-Square= 0.676
R2-Square= 0.869

The results of the Structural Equation Modeling (SEM) indicate a strong model performance in explaining the dynamics of employee turnover intention at PT Global Kriya Nusantara. The coefficient of determination $R^1 = 0.676$ shows that 67.6% of the variance in job satisfaction is jointly explained by work-life balance (X1) and job stress (X2), while $R^2 = 0.869$ indicates that 86.9% of the variance in turnover intention is explained by the three predictors (X1, X2, Z). Structurally, work-life balance has a significant positive effect on job satisfaction ($\beta = 0.701$; $p = 0.006$), whereas job stress has a significant negative effect ($\beta = -0.262$; $p = 0.013$). Regarding turnover intention, work-life balance shows a significant negative effect ($\beta = -0.421$; $p = 0.040$), job stress shows a significant positive effect ($\beta = 0.348$; $p = 0.003$), and job satisfaction shows a significant negative effect ($\beta = -0.353$; $p = 0.021$). Thus, hypotheses H1–H5 are accepted.

The mediation analysis demonstrates that work-life balance significantly influences turnover intention indirectly through job satisfaction ($\beta_{ind} = -0.248$; $p = 0.007$), confirming H6 with partial mediation. In contrast, the indirect effect of job stress on turnover intention via job satisfaction is not significant ($\beta_{ind} = 0.093$; $p = 0.109$), leading to the rejection of H7. Overall, these findings reveal a consistent narrative: work-life balance is a strategic driver that effectively reduces turnover intention, both directly and through enhanced job satisfaction.

Meanwhile, job stress primarily increases turnover intention through direct pathways. The high explanatory power of $R^2(Y) = 0.869$ underscores the model's practical relevance, supporting policy recommendations to strengthen work–life balance initiatives, manage stress at its sources, and sustain job satisfaction to minimize employee turnover intention.

CONCLUSION

This study demonstrates that Work–Life Balance (WLB) and Job Stress are significant determinants of Job Satisfaction and Turnover Intention among employees at PT Global Kriya Nusantara. WLB increases Job Satisfaction and reduces employees' desire to leave, both directly and indirectly, while Job Stress decreases satisfaction and increases turnover intention. Job Satisfaction also plays a crucial mediating role, strengthening the positive influence of WLB and partially buffering the negative impact of Job Stress. These findings confirm that employee well-being and emotional stability are central to sustaining organizational performance and reducing turnover.

The findings also offer concrete practical implications for PT Global Kriya Nusantara. To strengthen WLB, the company should regulate overtime more effectively, adjust production schedules, and provide compensatory rest periods for employees working beyond regular hours. Reducing stress requires clearer task instructions, improved workload distribution, supportive supervision, and training on stress management and emotional regulation. Enhancing job satisfaction can be achieved through fair recognition systems, transparent appraisals, skill-development opportunities, and stronger interpersonal support within the workplace. Together, these actions can significantly reduce turnover intention and promote a healthier work environment.

While the study contributes meaningful insights, several limitations must be acknowledged. The sample is limited to one company, restricting generalizability to other contexts. The cross-sectional design prevents observing long-term changes or establishing temporal causality. The use of self-reported data may introduce bias, and certain constructs demonstrated initial issues with convergent validity. Future research should expand to multiple organizations, employ longitudinal or mixed-method approaches, and include additional variables such as burnout, job embeddedness, leadership style, or organizational support to obtain a more comprehensive understanding of turnover dynamics.

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