

The Effect of Work Life Balance on Millennial Generation Turn Over Intention in the Woodworking Industry

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Abstract: The study aims to determine the effect of employee engagement and work life balance on turnover intentions in woodworking companies in the Greater Jakarta area. Turnover intentions are things that are avoided by a company because they have negative consequences such as high employee training costs, less competent employees because they often experience changes and some other losses. The research method used is a quantitative method with data collection using the existing questionnaire data then analyzed using the SPSS application version 21. The results of this study indicate the influence of work life balance on turnover intention of millennial generation employees both individually and simultaneously.

Keywords: Work life balance, turn over intention

I. INTRODUCTION

Some companies have not implemented work life balance, even though this is very important because as social creatures employees have other lives besides being employees. If these rights are not fulfilled it will be a motivating factor for employees to find new jobs. For example, in a negotiation session for hiring new employees at a financial adviser company, the prospective employee proposed the requirement that he wanted a work life balance because the reason he left the old company was because he was often bothered by his boss after office hours. Then at a tourism event organizer company, many employees leave because they don't get a work life balance, they want their right not to do work outside office hours.

According to Waspodo, Handayani, Paramita (2013), currently the problem of the high level of turnover intention has become a serious problem for many companies. The negative impact that is felt as a result of the turnover in the company is on the quality and ability to replace employees who leave the company, so it requires time and money

Today, the workforce is dominated by the millennial generation. Millennials are individuals born in the 1982-2000 birth range (Howe & Strauss, 2007). One problem that often occurs in the millennial generation is job hopping, a phenomenon of changing jobs in a short time. This phenomenon has become common practice among millennials for various reasons.

Research from Nnamboozee & Parumasur (2016) mentions important factors for the millennial generation, namely salary, recognition for individuals, flexible work schedules, and career advancement. Millennial generation job satisfaction is determined by intrinsic factors such as opportunities for organizational ownership, training, perceptions of supervisor support, varied and meaningful work, and work-life balance (Solnet & Hood, 2008). Research by Diietro & Pizam (2008) found that Generation Y felt comfortable with change so that high turnover rates and dissatisfaction at work were often considered normal for this generation.

In a study conducted by Hoole, C., & Bonnema, J. (2015) of 261 participants in various financial institutions in Gauteng, South Africa where 64 respondents were Baby Boomers, 93 generation X respondents and 104 generation Y respondents were obtained, class Baby Boomers have a higher engagement rate of 78.85%, the second highest is Y generation (74.13%) and the lowest in order of engagement is Y generation of 70.71%.

According to Flippo (1994), employee turnover in a company is still considered normal and normal within a certain time period of 3%. Whereas according to Supriyanto (2003) generally stated in one year, turnover should not be more than 10% per year. Referring to the perspective of Resource-Based View (RBV), human resource management practices are defined as a set of practices of corporate strategy designed to attract, develop, motivate, and retain employees in order to carry out functions in achieving the company's objectives to meet requirements as a source of excellence compete for the company (Setyo, et.all, 2019). Based on this background, a high turnover intentions was obtained for the employees at the company. . Based on the above background, the writer wants to know more about the effect of work life balance on turnover intentions.

II. LITERATURE REVIEW

Work Life Balance

According to Delecta (2011: 2) Work-Life Balance is defined as the ability of individuals to fulfill their work and family commitments, as well as other non-work responsibilities. If employees are not able to balance work time with personal

time spent with family, then what happens is the opposite phenomenon of work-life balance, namely work-life imbalance (imbalance of personal and work life). It is this work-life imbalance that can give rise to the thoughts of employees to get out of the company where they work.

Work-life balance is defined as the level at which an individual is involved and equally satisfied with the role of work and the role of the family which consists of three dimensions of work-family balance, namely: the balance of time, the balance of involvement and the balance of satisfaction (Greenhaus, Collins & Shaw 2003). The rest of the time involves spending the same time for work and family. Balance involves the same involvement in work and family (Greenhaus et al. 2003). Satisfied balance means satisfaction that is equal to work and family (Greenhaus et al. 2003; Chimote & Srivastava 2013).

Work - life balance is very important for the involvement of Generation Y or Millennials. Having sufficient free time is an important source of welfare in the workplace (Kultalahti et al., 2014). Supervisors play a big role in the involvement of Generation Y or Millennials. Supervisors who carry out the wrong type of authority, supervisors who do not provide feedback or only give negative feedback which causes Generation Y not to get involved, which will increase turnover intentions. At the same time, they need to be treated well and respected as human individuals rather than just employees. (Liyana & Gamage, 2017)

Turn Over Intention

Turnover intention refers to a person's behavior to leave an organization. Turnover describes the actual actions in separating from an organization (Aydogdu and Asikgil, 2011). The intention to stop is defined as a willingness, effort, or desire to leave the current workplace voluntarily. This is further defined as an employee's intention to terminate his organization's membership (Hassan, Akram, & Naz, 2012).

$$\frac{\text{Total incoming employee} + \text{Total resign employee}}{\text{Total employee at beginning year} + \text{Total employee at end of year}} \times 100\%$$

Source: Panggabean (2004:20)

Dharma (2013) explains the three main causes of turnover intention, namely the thought of leaving due to dissatisfaction with work, the desire to find more promising job openings, and the desire to leave in the coming months due to urgent reasons such as childbirth leave, pursuing study abroad , and others. Pradana and Salehudin (2015) say the negative impact that is felt due to the high level of turnover intention in the company that is on the quality and ability to replace employees who leave the company.

Previous Research

Relationship between Work Life Balance to Turnover Intention

Research conducted by Laksono and Wardoyo (2019) found that the Work-Life Balance variable had a significant negative effect on the variable Turnover Intention. Chemirmir J. M. et al., 2018 states: Work-Life Balance benefits for organizations include a reduction in absenteeism, increased productivity, and increased employee retention. Low work-life balance can also cause employees to experience low morality and higher absenteeism and organizations experience higher staff turnover, lower productivity and lower work quality (Seligman, 2011).

Organizations that provide such benefits seem to understand the relationship between greater Work - Life Balance and the retention of a competent workforce, and their effect on organizational commitment and profitability. (Chemirmir, Musebe, & Nassiuma, 2018). Malik et al., (2010) show that unbalanced work-family life caused by increased work demands leads to higher stress levels. Work - Life Balance policies have been found to reduce absenteeism and have a positive impact on employee productivity and turnover intentions.

WIPL is the most closely considered dimension related to forming employees in the context of Spirit. It is recognized that leaders must find out and ask what makes them anxious and create a working atmosphere for them, so that they enjoy the convenience of working (Setyo Riyanto, et. all, 2019)

Conceptual Frame Work

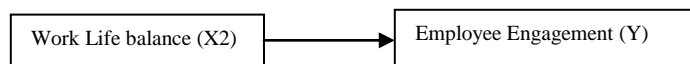


Figure 1.1 : Conceptual Frame Work

III. METHODOLOGY OF RESEARCH

This study intends to examine the effect of Work - Life Balance on Turnover Intentions. The type of research used is non-experimental quantitative research. And this research method is descriptive method, where the research tries to describe a phenomenon, event or situation (Christensen; in (Seniati, 2008).

The population data used in this study is millennial generation working in woodworking companies located in Jabodetabek. Samples are part of the number and characteristics possessed by the population (Sugiyono, 2011). Data collection techniques used in this study were questionnaires. According to Sugiyono (2009), the revealed questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to be answered.

IV. RESULT AND DISCUSSION

Test Validity

Validity is the accuracy or accuracy of an instrument in measuring what you want to be measured. Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. (Ghozali, 2011). Validity test is done with a significance level of 5% and tested on 120 respondents (obtained $df = 28$) and r -table of 0,3550. The value will be declared valid if the calculated value is $r_{hitung} > r_{tabel}$. Following are the results of the calculation of data validity: $r_{hitung} > r_{tabel}$ is declared valid.

Table 1.1 Validity Test Results

Variabel	Item	r _{hitung}	r _{tabel}	Keputusan
Work Life Balance (X2)	1	0,825	0,355	Valid
	2	0,852	0,355	Valid
	3	0,902	0,355	Valid
	4	0,876	0,355	Valid
	5	0,667	0,355	Valid
Turn Over Intention (Y)	1	0,773	0,355	Valid
	2	0,694	0,355	Valid
	3	0,806	0,355	Valid
	4	0,715	0,355	Valid

Source: Author's data, 2020

From the results of testing the data using SPSS V21, it can be concluded that all questionnaire items were declared valid, due to the Corrected Item-Total Correlation value of $r_{count} > r_{table}$.

Reliability Test

In calculations using SPSS, the data is declared reliable if in the Cronbach's Alpha column ≥ 0.6 . Cronbach Alpha is a measure of reliability that has values ranging from zero to one. According to Priyatno (Priyatno, 2010), reliability of less than 0.6 is not good, while 0.7 is acceptable and above 0.8 is declared good. The following are the results of the reliability test of employee engagement, work life balance and turn over intention variables:

Table 1.2 Reliability Test Results

Variabel	Alpha Cronbach	Decision
Work Life Balance (X2)	0,883	Good reliability
Turn Over Intention (Y)	0,769	Reliability is accepted

From the table above, it can be seen that the Cronbach Alpha value for the three variables is at a position above 0.7. Based

on the above values, it was concluded that the questionnaire used was reliable or had met the reliability requirements.

Normality Test

This test aims to test whether in the regression model, the dependent variable and the independent variable, both have a normal distribution. The basis of decision making is as follows:

- a. If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption.
- b. If the data spreads far from the diagonal line and does not follow the direction of the diagonal line, the regression model does not meet the assumption of normality.

Normal P-P Plot of Regression Standardized Residual

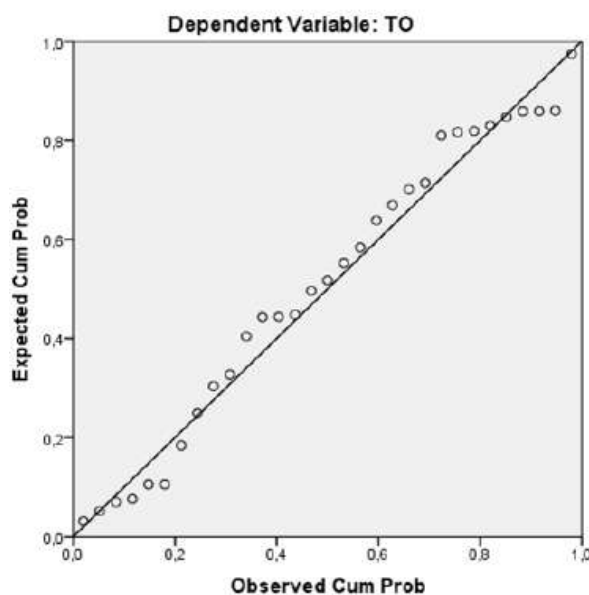


Figure 1.2 Normal P-Plot of Standardized Residual Regression

From the results of the normality test above, it is known that the data are around the diagonal line and follow the direction of the diagonal line, then the regression model meets the normality assumption.

Multiple Regression Test

Multiple linear regression analysis is used to determine the effect of independent variables on the dependent variable either partially (t test) or together (F test).

Simultaneous Significance Test (Statistical Test F)

Multivariate regression analysis using the F test method with a significance level of 0.05 to determine the effect of all independent variables simultaneously or simultaneously on the dependent variable.

Table 1.3 Simultaneous Significance Test (Statistical Test F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.140	2	5.572	8.156	.002 ^b
	Residual	17.101	28	.682		
	Total	28.241	30			
a. Dependent Variable: TOBINSQ						
b. Predictors: (Constant), WLB						

Anova or F test results show that the calculated F value of 8,156 with a significance level of 0.02. The significance value of the test is smaller than 0.05. This indicates that employee engagement and work life balance variables simultaneously or jointly affect turnover intention.

Test the Significance of Individual Parameters (Statistical Test t)

Hypothesis testing is partially carried out to determine the effect of each independent variable on the dependent variable.

At the 5% significance level with the following testing criteria:

- If the significance value is less than 0.05 then H0 is rejected or H1 is accepted
- If the significance value is greater than 0.05 then H0 is accepted or H1 is rejected

Table 1.4 Significance Test of Individual Parameters (Statistical Test t)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.583	.233		2.385	.024
	WLB	.444	1.190	.114	2.534	.025
a. Dependent Variable: TOBINSQ						

Based on the table above shows the test results regarding the effect of work life balance on turnover intention shows a t value of 2,534 with a significance of 0.025. The significance value of the test is smaller than 0.05. This indicates that work life balance has an effect on turn over intention. This is also supported by Szostak (1998, in (Fonseca & Verma, 2001) stating that the imbalance between work and family will demand reduced work performance, increased absenteeism, high turnover, poor morale, increased conflict and high injustice towards work capacity .

V. CONCLUSION

Based on the analysis and discussion, it can be concluded that there is a significant negative effect between Work - Life

Balance on Turnover Intentions. Work - Life Balance can be interpreted as a balance between the demands of work and the need to gather with family. The results of this study are in line with research conducted by Laksono and Wardoyo (2019) and supported by research by Downes and Koekemoer (2011), organizations that invest heavily in Work-Life Balance reduce employee turnover. Chemirmir J. M. et al., 2018 states: Work-Life Balance benefits for organizations include a reduction in absenteeism, increased productivity, and increased employee retention.

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