

The Influence of Work-Life Balance, Job Satisfaction, and Transformational Leadership Style on Turnover Intention in Generation Y in Sidoarjo

Amanda Dhyasputri

Faculty of Economics and Business, Ma Chung University, Malang, Indonesia
111810010@student.machung.ac.id

Abstract

This study aims to examine whether or not there is an influence between work-life balance, job satisfaction, and transformational leadership style on turnover intention in generation Y in Sidoarjo, and to examine the most influential variables among the three. This research is a type of quantitative research with a questionnaire research tool distributed to as many as 441 respondents. The test method used is multiple linear regression. The results of this study indicate that: (1) Work-life balance, job satisfaction, and transformational leadership style have been shown to influence turnover intention, either partially or simultaneously. (2) Job satisfaction has a positive effect on turnover intention. (3) Transformational leadership style is the most influential among the three independent variables.

Keywords

work-life balance; job satisfaction; transformational leadership style; turnover intention; Y generation



I. Introduction

Human resources are important in any organization because the operation of an organization depends on its human resources. Therefore, human beings should be the center of development, not only in organizations but in a country (Asrie, 2020). It further added that the inhabitants of a country cannot only benefit from development, but must also be subjects participating in development. Herliana et al. (2021) said, of the 129 million workers in Indonesia, around 51 million people are generation X, and around 59 million people are generation Y. It is believed that in the next few years generation Y will become the main group of workers and replace generation X. This is due to the phenomenon of demographic bonuses that have occurred in Indonesia since 2017 and is estimated to still occur until 2030 (Jati, 2015).

According to BPS data (2013), East Java is in the second position with the highest number of people until 2030 with more than 41 million people. In line with Jati's (2015) opinion on demographic bonuses in Indonesia, the proportion of the population in East Java until 2030 is expected to be dominated by people of productive age. Not only does it have the largest number of people of productive age, East Java is known to have many medium-large-scale companies spread across its cities. Based on BPS data (2019) medium-large-scale companies in East Java reached 5,495 companies, and some cities with the most company distribution were Sidoarjo (967 companies), Gresik (675 companies), Surabaya (659 companies), Pasuruan (563 companies) and Malang (433 companies).

One of the problems that are often encountered in an organization is employee turnover. In order to make the most of demographic bonuses, an organization needs to reduce the turnover rate of its employees. The turnover rate in generation Y in Indonesia tends to be high. This is supported by the results of a survey from the IDN Research Institute (2019) which states that 35.1% of the 1,400 respondents in the Y generation age group said that they would only stay in the same company for 2-3 years. Many factors may affect the turnover

intention in a company. Work-life balance is one of the important things that generation Y pays attention to in working. The low work-life balance, in addition to causing fatigue and stress, can affect employees' intention to leave the company and make the turnover rate in the company concerned increase (Lestari and Margaretha, 2021). In addition to work-life balance, job satisfaction is considered to be quite consistent as a factor that affects turnover intention in several previous studies, so it is concluded that generation Y not only pays more attention to work-life balance, but also satisfaction in work (Laksono and Wardoyo, 2019). Generally, the higher the perceived job satisfaction, the lower the turnover rate in the organization, and vice versa.

The existence of generational differences in the labor force allows companies to adjust leadership styles to meet the expectations and needs of employees, as well as to reduce turnover rates in the company. Given that generation Y will become the main group of workers in Indonesia in the next few years, it is important for companies to first know and prepare a leadership style suitable for generation Y. A survey conducted by the Freshminds HR Consulting Institute has proven that the most significant leadership style impacting generation Y is the transformational leadership style, with a response of 40% of the 241 respondents (Khumaira and Muhid, 2022). Some studies have also shown similar results, such as the study by Napitupulu (2018) which showed, among the types of leadership styles by 63% of generation Y respondents chose transformational leadership styles as the most appropriate leadership style for generation Y. Cited by Mangundjaya and Ratnaningsih (2017), studies by Hall (2012) and Moorthy (2014) showed the same results, that generation Y had a match with transformational leadership styles.

II. Review of Literature

2.1 Work-Life Balance

Work-life balance is defined as a broad concept to establish priorities between work or career on the one hand, and, on the other, aspects of a person's personal life, such as hobbies, relationships with loved ones, and spiritual quests (Singh and Khanna in Rondonuwu et al., 2017). Lockwood in Aseptia and Maruno (2017) explains work-life balance as maintaining a healthy work-life balance. Indicators to see the level of work-life balance according to McDonald and Bradley in Aseptia and Maruno (2017) are as follows: (1) Time balance (2) Involvement Balance (3) Satisfaction balance

2.2 Job Satisfaction

Pratama and Setiadi (2021) explain satisfaction as a picture of a person's feelings when they have had enough of what they do, or get. Herliana et al. (2021) describes job satisfaction as an employee response composed of feelings, both positive and negative emotions towards their work in an organization. Job satisfaction is described as the feelings of each employee in relation to their respective roles in the organization. The indicators for measuring the level of job satisfaction according to Feldman and Arnold in Sugandi (2018) are as follows: (1) Pay (2) The work itself (3) Promotion opportunities (4) Supervision (5) Coworkers

2.3 Transformational Leadership Style

Danim in Fadhillah and Abubakar (2020) explained the ability of a leader to work through others in order to optimize the company's resources to achieve goals, according to

the achievements that have been set, is a characteristic of a transformational leadership style. Transformational leadership style is a leadership style that tends to be able to keep up with changes and developments in information technology, the demands of work professionalism, as well as changes in character, both employees and leaders themselves (Sinaga et al., 2021). Indicators for looking at transformational leadership styles in a sample population according to Bass and Avolio in Sazly and Ardiani (2019) are as follows: (1) Idealized influence (2) Inspirational motivation (3) Intellectual stimulation (4) Individualized stimulation

2.4 Turnover Intention

Abdillah in Susilo and Satria (2019) explained turnover intention as the movement of employees to leave the workplace. Turnover intention is also defined as a bentuk employee's expectation to leave, which can be in the form of an intention or desire to leave the company or find a job elsewhere (Ardianto and Bukhori, 2021). Indicators for measuring the turnover rate of intention according to Mobley in Karomah (2020) are as follows: (1) Thoughts of quitting (2) Intention to quit (3) Intention to search for another job

2.5 Generation Y

A group of people can be called a generation if born in a span of 2 decades, as well as being in the same historical social life (Manheim in Sons, 2016). The concept of age generation has been put forward by some researchers, but it has different labels and ranges of birth years. Referring to Wajdi (2021), currently in the Indonesian worker group there are several generations of age, namely (1) residents born between 1946-1964 or called the baby boomer generation; (2) residents born between 1965-1980 or so-called generation X; (3) residents born between 1981-1996 or so-called generation Y.

III. Research Method

Studi quantitative which belongs to the category of causal research because its purpose is to find and examine how independent variables interact, namely work-life balance (X1), job satisfaction (X2), and transformational leadership style (X3) with dependent variables, namely turnover intention (Y). The method used is purposive sampling, with research tools, namely likert-scale questionnaires so that the data obtained are sourced from primary data. Generation Y, or individuals born between 1981 and 1996, became the focus of this research sample, and are working in the Sidoarjo area, East Java, with a minimum length of work of 1 year in the same place. This study used 400 respondents as a sample size, the result of calculating the Slovin formula in a population of 2,082,801 people.

The questionnaire is made in the form of an online form with a google form, which is then shared via social media Instagram, Twitter, LINE, and WhatsApp. a 4-point Likert scale is used in the form of a closed questionnaire. Scale 1 shows strongly disagree responses, scale 2 responses disagree, scale 3 responses agree, and scale 4 responses strongly agree. The selection of the 4-scale likert is intended to reduce biased data due to the selection of scale 3 which shows a neutral response on the likert 5 scale.

The data that has been collected through the online form will then be analyzed using the SPSS Statistics 25 application using the multiple linear regression analysis method. To ensure that the data used is accurate and reliable, validation and reliability tests are first carried out. Validity tests were conducted using Pearson's Product Moment. An item is said to be valid if r counts $>$ r table (0.078) (Sujarweni, 2020). Furthermore, to test the reliability of the item will be assessed through the value of Cronbach's Alpha $>$ 0.60 (Sujarweni, 2020).

Assumption testing is required before performing multiple linear regression analysis. Test To determine whether the data is distributed regularly, normality is used using the

histogram method as well as p-plot. The next assumption test is that the VIF value is used to perform a multicollinearity test. If a VIF value is obtained between 1-10, the data is declared that there is no multicollinearity (Pradhana, 2018). The last assumption test is the heteroskedasticity test through scatterplot.

The t test and the f test are expected to be used in the hypothesis testing process. In the t test, the calculated t value will be compared with the table t value (1.965), and it will be concluded that there is an influence between the independent variables on the dependent variables when $t_{count} > t_{table}$. In the f test, the same thing will be done, namely by comparing the calculated value of f with the table f (3.016). Inferring the simultaneous impact of independent variables with dependent variables when $f_{count} > f_{table}$.

3.1 Research Model

The research model used is depicted as shown in Figure 1.

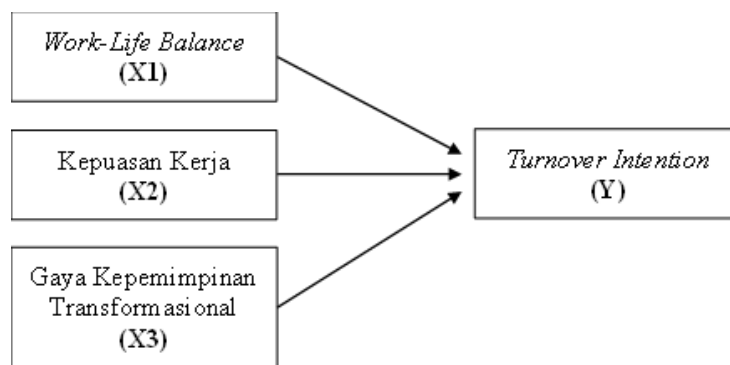


Figure 1. Research Model

3.2 Hypothesis

The hypothesis in the study is formulated as follows:

1. *Work-life balance*, job satisfaction, and transformational leadership style affect *the turnover intention* in generation Y in Sidoarjo.
2. Job satisfaction is more influential on *turnover intention* than *work-life balance*, and transformational leadership style.

IV. Result and Discussion

Based on data obtained through questionnaires shared online, out of 441 respondents, the majority of respondents aged 31-35 years were 183 people, then as many as 143 people aged 26-30 years, and as many as 115 people aged 36-41 years. Of the total number of respondents, as many as 248 people worked in private agencies and as many as 193 people worked in government agencies. The majority of respondents have worked for more than 2 years in the same place with a percentage of 40.1%, 31.3% have only worked in the first year, and 28.6% have worked until the 2nd year.

4.1 Validity Test

In validity testing, all X1 variable questionnaire items (*work-life balance*) were declared valid because they showed that $r_{count} > 0.078$, except for items X1_6 with $r_{count} 0.020$ so that a *drop* was made on the item. In addition to X1_6 items, *drop* is also performed on X1_2 items with a calculated r of 0.080. Although $r_{count} 0.080 > 0.078$ the

value of r this count is the lowest (difference of 0.002 from r table) and affects reliability the questionnaire.

In the validity test for questionnaire item X2 (job satisfaction) there were 3 questionnaire items that were *dropped* because they were declared invalid, namely X2_4 item with r count -0.003, item X2_6 with r count 0.072, and item X2_10 with r count -0.278.

The validity test for the variable X3 (transformational leadership style) showed that there were several invalid questionnaire items, namely X3_2 items with r count 0.030, X3_15 items with r count 0.049, and X3_12 items with r count 0.046. *The drop* is performed on all three items, as well as the item X3_8 because although it is valid with r count 0.083, the item is the lowest (a difference of 0.005 from the r of the table) and can affect the reliability of the questionnaire.

The validity test for variable Y (*turnover intention*) shows the result of r counting for all questionnaire items $>$ r table (0.078) so that it is stated that all questionnaire items of variable Y are valid.

4.2 Reliability Test

The reliability test results for all variables showed that the value of *Cronbach's Alpha* $>$ 0.60 so that it was stated that all measurement instruments in this study were reliable. The variables X1, X2, X3 and Y respectively get *Cronbach's Alpha* values of 0.710; 0.719; 0.766; and 0.718.

4.3 Normality Test

The normality test used in the study was by looking at the shape of the histogram curve in Figure 2, and the distribution of the points in the p-plot in Figure 3. The histogram in Figure 2 shows that the distribution of the data of this study has been normally distributed. It is characterized by a curve on the histogram shaped like a symmetrical bell, neither too gentle nor too pointed. As for the p-plot method, the data can be said to be normally distributed if the positions of the points are near or following diagonal lines, as shown in Figure 3.

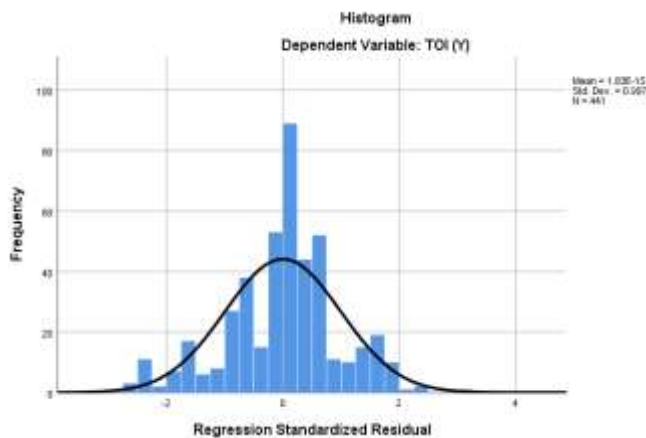


Figure 2.
Data Normality Histogram

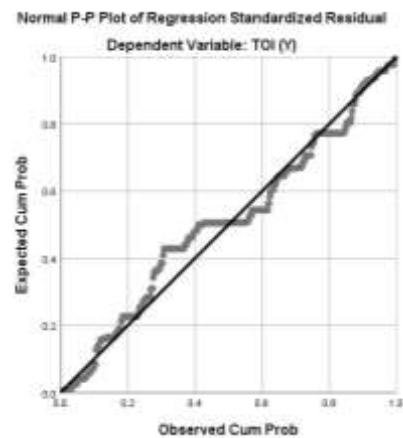


Figure 3.
P-Plot Normality Data

4.4 Multicholinerity Test

Multicholinerity testing in this study showed the absence of multicholinerity occurring in each variable. The results of the multicholinerity test can be seen in Table 1.

Table 1. Multicholinerity Testing Results

Variable	Tolerance	BRIGHT	Information
<i>Work-Life Balance</i> (X1)	.868	1.152	No multicholinerity
Job Satisfaction (X2)	.767	1.304	No multicholinerity
Transformational Leadership Style (Y)	.797	1.254	No multicholinerity

4.5 Heteroskedasticity Test

Heteroskedasticity testing of this study was carried out using *the scatterplot* method on the basis of decision-making that data points spread and did not gather in one area only, and should not form certain patterns. Figure 4 shows the results of heteroskedasticity testing in this study. The test results showed that there was no heteroskedasticity in the data. This is indicated by the scattered data points not forming a certain pattern, also because the data points are not scattered only in the lower area or in the upper area.

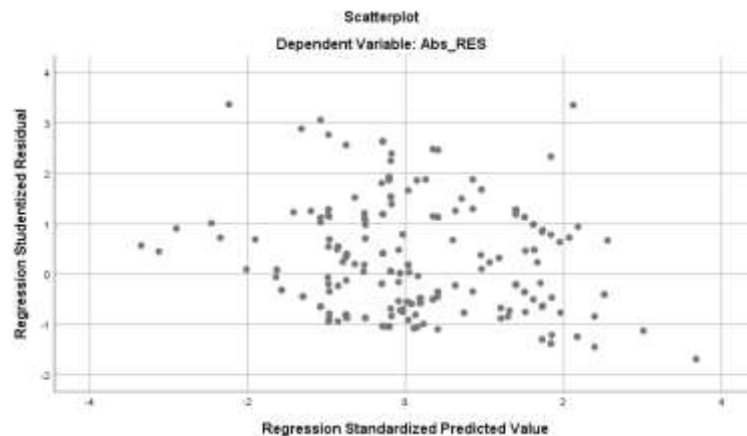


Figure 4. Heteroskedasticity Testing Results

4.6 T Test

Work-life balance, job satisfaction, and transformational leadership styles are all examined in this case using a t-test to identify those interacting with a bound variable, namely *turnover intention*. Table 2 is the result of t testing or partial testing that has been carried out. In this test, the t count obtained will be compared with t table (1.965). After looking at the test results in Table 2, it is concluded that the variables X1 and X3 have proven to have a partial effect on Y because the calculated t value > t of the table. While X2 gets the calculated value of t < t of the table so that it is stated that there is no influence on Y.

Table 2. T Test (Partial Test)

Model	Unstandardized Coefficient	Standardized	t
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	B	Std. Error	Coefficients Beta	
1 <i>Constant</i>	17.000	1.962		8.665
<i>Work-Life Balance (X1)</i>	.172	.037	.218	4.645
<i>Job Satisfaction (X2)</i>	-.247	.048	-.255	-5.107
<i>Transformational Leadership Style (Y)</i>	.222	.031	.348	7.089

4.7 Test F

The f test is carried out in order to test the influence of research variables simultaneously or together. Table 3 shows that the calculated f value in Table 15 is 28.209, which > the table's f value, which is 3.016. From these results as well as simultaneous testing guidelines, it was concluded that the *variables of work-life balance (X1)*, *job satisfaction (X2)*, and *transformational leadership style (X3)* have a simultaneous or joint impact on an independent variable, namely *turnover intention (Y)*.

Table 3. F Test (Simultaneous Test)

Model	Sum of Squares	df	Mean Square	F
1 Regression	348.628	3	116.209	28.209
Residual	1800.261	437	4.120	
Total	2148.889	440		

4.8 Coefficient of Determination

The magnitude of the impact of independent variables over dependent variables in this case is assessed through *R Square* in Table 4. The value of *R Square* is known to be 0.162 which means the influence of independent variables on dependent variables simultaneously is sevalue 16.2%, and another se value of 83.8% is described by other elements outside this study.

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.403 ^a	.162	.156	2.030

4.9 Discussion

In partial testing (t test) the *work-life balance* variable (X1) gets t positive count and is greater than the table t value. This means that in this study the *work-life balance* (X1) variable partially had a positive effect on the *turnover intention* (Y) variable. However, because the statements used in the questionnaire are in the form of negative sentences, it can be interpreted that if the *work-life balance* (X1) variable is increased in value, the value on the *turnover intention* variable will decrease, and vice versa. In other words, the *work-life balance* variable (X1) partially has a negative impact on the *turnover intention* variable (Y). This result is the same as that carried out by Laksono and Wardoyo (2019), Sismawati and Lataruva (2020), and Herliana *et al.* (2021). In line with the results of the study, the results of this study prove that the *work-life balance* variable has an impact on the *turnover intention* variable, and is a factor in the influence of *turnover* on generation Y in Sidoarjo, East Java.

In the partial test (t test) for the job satisfaction variable (X2) t count was negative. However, because the statement used in the questionnaire is in the form of a negative sentence, it can be interpreted that if the job satisfaction variable (X2) is increased in value, so the value on the *turnover intention* variable (Y) will also increase. that is, the job satisfaction variable (X2) partially has a positive impact on the *turnover intention* variable (Y). This result turned out to be supported by the results of several previous studies conducted by Khotimah *et al.* (2019), Setiawan and Harahap (2016), and Ardianto and Bukhori (2021). The findings of this study are consistent with the findings of three other studies, describing that job satisfaction has a positive impact on *turnover intention*.

In the partial test (test t) the transformational leadership style variable (X3) gets t positive count and < the table t value. This means that the transformational leadership style variable (X3) partially positively affects the *turnover intention* (Y) variable. However, because the statement used in the questionnaire is in the form of a negative sentence, it can be interpreted that if the transformational leadership style variable (X3) is increased in value, the value on the *turnover intention* variable will decrease, in other words, the transformational leadership style variable (X3) partially has a negative impact on the *turnover intention* variable (Y). Unawekla and Loisa (2020) found that leadership styles have a negative impact on *turnover intention*, according to this study. In addition to these studies, the results of studies conducted by Sitorus (2017), Vania (2019), and Utami and Aima (2021) prove that leadership styles, especially transformational leadership styles, have a negative effect on *turnover intention*.

The results of the study did not prove that the job satisfaction variable was the most impactful factor on the *turnover change variable*. Rather than the job satisfaction variable, it is the transformational leadership style variable that is precisely the factor that most influences the *turnover intention* variable. The tests in this study illustrated that the job satisfaction variable had a negative impact on the *turnover intention* variable. However, because the statements used in this study are in the form of negative sentences, it is interpreted the other way around. When job satisfaction is low, *turnover intention* will also be low. This means that Variabel job satisfaction (X2) will have a positive impact on the *turnover intention* variable (Y), in accordance with the explanation by Khotimah *et al.* (2019), Setiawan and Harahap (2016), and Ardianto and Bukhori (2021) in their research results. On this subject Khotimah *et al.* (2019) argues, the reason for employees who are dissatisfied but choose to continue working in the same company is because of the need for the job, also because of the new job that is difficult to get.

V. Conclusion

1. Partially, work-life balance is known to negatively affect turnover intention in generation Y in Sidoarjo.
2. Partially, job satisfaction is known to have a positive influence on the turnover intention variable in generation Y in Sidoarjo.
3. Partially, transformational leadership style is known to negatively influence the turnover intention variable in generation Y in Sidoarjo.
4. The three independent variables, namely work-life balance, job satisfaction, and transformational leadership style are known to have a simultaneous effect on the turnover intention variable in generation Y in Sidoarjo.
5. This research shows that for generation Y in Sidoarjo, transformational leadership style is the most influencing turnover intention.

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