

## Work life balance, job engagement and turnover intention: Experience from Y generation employees

Diani Lestari<sup>a</sup> and Meily Margaretha<sup>a\*</sup>

<sup>a</sup>Maranatha Christian University, Bandung-Indonesia

### CHRONICLE

#### Article history:

Received: July 7, 2020  
 Received in revised format:  
 August 10 2020  
 Accepted: August 16, 2020  
 Available online:  
 August 16, 2020

#### Keywords:

Work life-balance  
 Job engagement  
 Turnover intention  
 Y generation

### ABSTRACT

Y Generation upholds flexibility in work, therefore work-life balance becomes particular factor that affect attitude of Y generation employees in the organization. Job engagement is a psychological factor that makes employees emotionally attached to their work in order to produce performance and high commitment. A good quality of work-life balance reduces the sum of turnover intention; therefore, organization should avoid problems involving turnover intention. The objective of this study was to examine and analyze the influence of work-life balance toward job engagement and turnover intention of Y generation employees in the city of Bandung, West Java-Indonesia. Respondents used in this study were 190 employees from various fields of work. The data analysis of this study used simple linear regression, with validity and reliability test for data quality test. The results of this study show there is no effect of work-life balance on job engagement; however, it was found there is an effect of work-life balance toward turnover intention. One of managerial implications from the research results that have been proposed is that the company should provide work time and paid leave for employees in accordance with applicable government regulations and should not impose overtime on employees, however the company should consider adding to the number of new employees, therefore work can be completed on target without placing more strain on existing employees.

© 2021 by the authors; licensee Growing Science, Canada

## 1. Introduction

Work life-balance (WLB) is defined as the capacity of employees to work and fulfill their responsibilities toward family and others outside of work. With this balance, it is possible for employees to have a life accordance with their expectations (Delecta, 2011). According to Oosthuizen, Coetzee, and Munro (2016) the positive benefits of the WLB are increased productivity, happier, creative and good relations among employees. The good relationship created from WLB is not only concerns to colleagues and employee relations with the company however it will affect employee relations with their work. A good relationship encourages employees to love their work and be serious in carrying out responsibilities. The influence of WLB on the relationship between employees and their work within the scope of human resource management is known as job engagement. Job Engagement (JE) according to Kahn (1990 in May, Gilson, & Harter, 2014) is described as employees who carry out their work roles, works and expresses themselves physically, cognitively and emotionally while working, which means work is everything for their lives. Someone who has an attachment to his/her work will look enthusiastic and totality act in completing work in order to have better results. The higher employees are tied to the organization where they work, the better they improve their performance and ultimately improve the performance of the company itself (Margaretha, 2017). WLB is one of the factors that has impact on organization performance, since WLB has a strong relationship with psychological and emotional stability, as well as the cognitive abilities of employees. An example that can be observed is long working hours which lead to failure in dividing time between personal and work life and create employees' fatigue and stress. Lack of balance between personal and work life cause stress which has impact on employees' intention to leave a company and results in high

\* Corresponding author.

E-mail address: [meily\\_margaretha@yahoo.com](mailto:meily_margaretha@yahoo.com) (M. Margaretha)

employee turnover intention (TOI). Pradana and Salehudin (2015) in their study mentioned that the higher stress level of employees, the higher negative effect toward TOI. This statement shows that whenever organization has low level of WLB, it will create negative effect on TOI, and vice versa. When intention to leave of an employee from the company is realized, the company will experience financially and non-financial difficulties. Having a high TOI gives the worst of the image of a company in the community, therefore it can be very detrimental to the company (Jaharuddin & Zainol, 2019). Study of Kumar and Velmurugan (2018) states that WLB is a big challenge for companies when faced with Y generation. Generation Y employees prefer companies that have jobs with flexible time, telecommunications facilities, work environment and friendly work culture. Therefore, the Government of India shares the responsibility in regulating the law to ensure that each organization overcome the challenges of WLB and create a conducive environment that will be mutually beneficial for organization itself. Based on the explanation of the effect of WLB toward JE and TOI, the purpose of this study was to re-examine these variables with a sample of Y generation employees in Bandung, Indonesia.

## 2. Literature review

### 2.1 Work-life balance (WLB)

Work-Life Balance is a situation where employees have the ability to manage commitments in work, personal life and other responsibilities, therefore it will not cause problems between personal life and work life, however it increases motivation, productivity and loyalty to the organization (Suifan, Abdallah, & Diab, 2016). It can be concluded that WLB is a situation where every employee has the opportunity to balance his/her career life with their personal and there is no cause inequality which ends in stress and fatigue in doing a job. WLB is one of the factors that has an impact on employee loyalty, job satisfaction and productivity to the company.

### 2.2 Job Engagement (JE)

Job engagement or work engagement is a design refers to the involvement and enthusiasm of an employee at work. Employees who have a high job engagement (JE) are employees who are fully engaged and highly motivated in their work relating to organization for a long time (Rich, Lepine, & Crawford, 2010). Based on those definitions, it is summarized that JE is a positive thought impulse owned by employees to devote all their abilities in a job. JE raises the enthusiasm and motivation of employees to work without the need for coercion both physically and psychologically and create satisfaction for employees. According to Schiemann (2011) there are many elements that have impacts on an employee's JE, these elements include job security, adequate compensation, and others things related to work stress such as workloads, work hours, work targets, work conflicts, fair treatment and the existence of personal development assistance provided by organization. In addition, person job fit factor or the existence of coworkers who are idolized by the employee, could be considered as well.

### 2.3 Turnover Intention (TOI)

The desire to leave from organization called as turnover intention (TOI) that defined as the desire to move or leave of employees from their organization with reason to get a better job. TOI is the final choice of an employee to leave the company either by resigning or being dismissed. According to Belete (2018) TOI marked by reduction of productivity and performance of employees in the workplace, therefore it caused negative behaviors such as arriving late, absenteeism increased, lack of initiative, and no enthusiasm of employees towards their work. A high TOI level has a negative impact for organization and relates to stability of labor conditions, and finally will raise costs for employees needs such as training and recruitment (Kaur, Mohindru, & Pankaj, 2013).

### 2.4 Work-Life Balance and Job Engagement

Basically, WLB is defined as a harmony between work and personal life owned by an employee. WLB is a tool that has benefit of increasing employee commitment, loyalty and productivity in the workplace (Lazar, Osoian, & Ratiu, 2010). High commitment creates a psychological attachment to employees towards their work. This engagement encourages employees to actively participate and mobilizes all their abilities to complete a job. Employees who are tied to their work will be more enthusiastic facing challenges in their work (Rich, Lepine, & Crawford, 2010). This shows the influence of WLB on job engagement which increase commitment, loyalty, and employee productivity. This statement is supported by the study of Jaharudin and Zainol's research (2019) with 213 executive employees in Klang Valley, Malaysia as the respondent and the outcome of the study showed there is a direct relationship between WLB and job engagement. Based on the explanation, the researchers proposed the first hypothesis in this study as following:

H<sub>1</sub>: Work life balance has a positive influence toward job engagement.

### 2.5 Work-Life Balance and Turnover Intention

The existence of WLB program supports from organization reduce employees 'stress level and desire to leave organization. This statement supported by the study of Lazar, Osoian, and Ratiu (2010) that mentioned one of the benefits of WLB is to shorten the rate of turnover of employees in the organization. Research from Fayyazi and Aslani (2015) on Iranian Industrial with a sample of 265 employees proved there is a significant negative relationship between WLB and TOI. It concluded that there is an influence between WLB and TOI. Thus, the researchers proposed a second hypothesis in this study as following:

H<sub>2</sub>: Work life balance has a negative influence toward turnover intention.

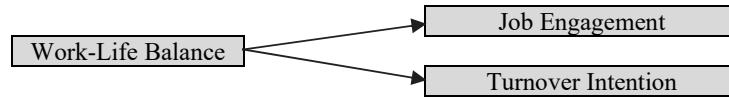


Fig. 1. Research Model

3. Research methods

Quantitative research using survey method was adopted and online questionnaires were distributed to a total of 190 Y generation employees in the city of Bandung as the respondent in this study. To be understood by the respondents, questionnaire was translated into Bahasa Indonesia. The research questionnaire consisted of 22 questions divided by 3 instruments namely WLB, JE and TOI. Work life-balance measured using instrument developed by Hayman (2005) and consists of 10 questions, for example: I often ignore my personal needs because of the demands of my job. Measurement of job engagement using instrument developed by Schaufeli and Bakker (2003) and consists of 9 questions, for example: I am very enthusiastic about my work. Turnover intention is measured using instruments developed by Rizwan et al. (2014) and consists of 3 questions, for example: I want to quit from my job at this company. Furthermore, data collection was analyzed using validity and reliability tests and regression analysis used to test the two hypotheses in order to show the relationship and influence between WLB, JE and TOI.

4. Results and discussions

Demographic description in Fig. 2 explains respondents' general information on gender, age, marital status, job tenure, educational status and field of work. This description tries to provide a better comprehension the type respondents in this study. The results show that respondents consist of male in 99 respondents (52.1%). Most respondents were categorized in the age range of 25-29 years as many as 129 respondents (67.8%). The marital status of respondents concluded that respondents who have unmarried status were 95 respondents (50%) and married status were 95 respondents (50%). Based on educational status, the majority of respondents (117 respondents or 61.6%) has Bachelor degree. Confirmatory factor analysis was also used in this study in accordance with the underlying theories. According to Hair et al. (2010) a construct is said to be valid if the factor loading above 0.40. The result of confirmatory factor analysis of the three constructs in this study showed the loading factor of question items between 0.543 and 0.886. Reliability testing was done by measuring internal consistency with Cronbach alpha (CA). This reliability value for work life balance was 0.913, 0.874 for job engagement, and turnover intention was 0.863. Table 2 provides the factor loading and Cronbach alpha for each variable used in this study and variables said to be reliable if it gives the CA value > 0.7 in the test results (Hair et al., 2010). Table 2 outlines the validity and reliability test results for each variable used in this study.

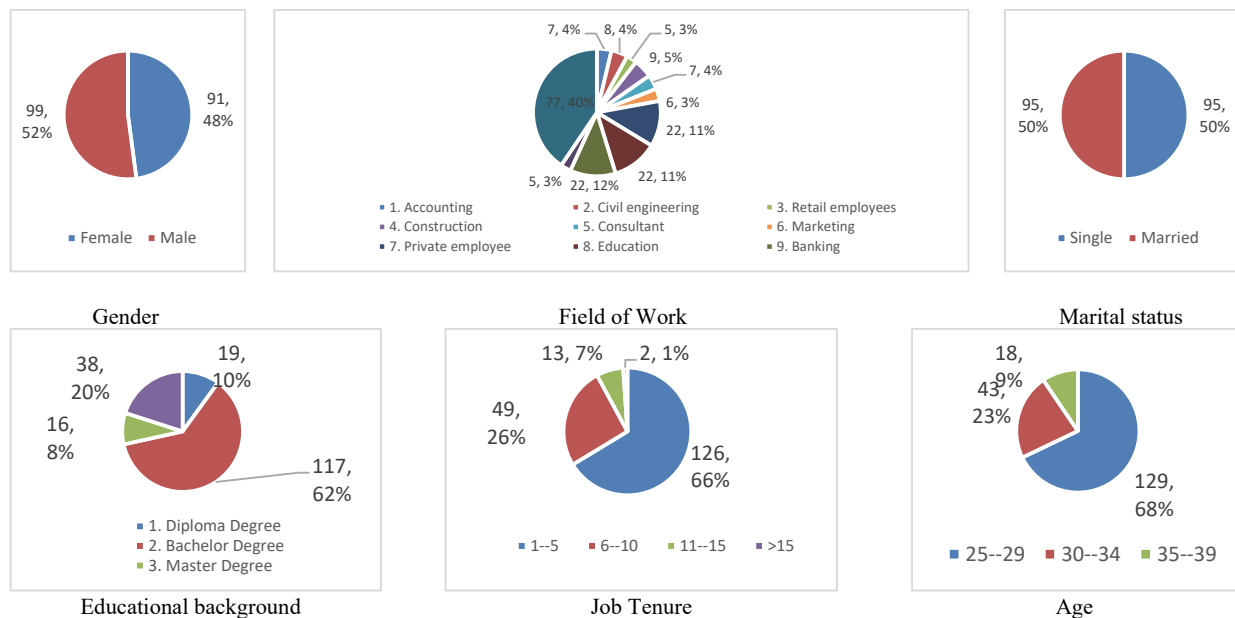


Fig. 2. Personal characteristics of the participants

**Table 2**  
Validity and reliability test results

	Component		
	1	2	3
JE1		.763	
JE2		.744	
JE3		.856	
JE4		.764	
JE5		.543	
JE6		.754	
JE7		.791	
WLB1	.866		
WLB2	.902		
WLB3	.886		
WLB4	.762		
WLB5	.815		
WLB6	.694		
WLB10	.691		
TO11			.767
TO12			.863
TO13			.883
CA	.913	.874	.863
N of items	7	7	3

Source: Data processed

**Table 3**  
Hypotheses Summary

Variables	R <sup>2</sup>	Adjusted R <sup>2</sup>	$\beta$	t	Sig.
WLB → JE	0.005	0.000	0.046	0.97	0.333
WLB → TOI	0.064	0.059	0.122	3.575	0.000

Source: Data processed

## 5. Discussion

The outcomes of this study have indicated the relationship between work-life balance toward job engagement with Y generation employees in Bandung as respondents, the value of R-Square of 0.005 and the significance value = 0.333 have shown that work-life balance had no effect on job engagement. This result is different from others studies on WLB to JE generally, however it was supported by research conducted by Towers Watson (2012) in a survey entitled Global Workforce Study which stated that two-thirds of employees in Indonesia had not had an attachment to their work and tend to leave the company within two years. Moorhead and Griffin (2013) stated that a long period of work make an employee engage with work attachment in a company, the reason of this because the employees have enough adaptation to work environment in order to feel comfortable with their work. In this study, the majority of job tenure of the respondents was around 1-5 years, which indicated that WLB was not the only factor shaped job engagement, however the length of service and conditions of employees who have adapted to their work environment considered as the factors. Therefore, the arguments support why the work-life balance did not influence job engagement in this study can originate from years of service which becomes one of the factors forming job engagement.

Moreover, the second hypothesis purposed WLB has a negative influence toward TOI. The result of the study presented R-Square value is 0.064 with a significance value = 0.000, which means there is an effect of WLB toward TOI. This result supported the research of Fayyazi and Aslani (2015) which declared the same result that there is an influence between WLB with the desire to leave in the context of Iranian industrial company. In their study, it was found that when an employee has no balance in his/her work life, he/she tend to leave work and look for new jobs that balance his/her work life and personal life. Similar research results were carried out by Suifan, Abdallah, and Diab (2017) with medical staffs from private hospitals in Jordan which mentioned the relationship between WLB and TOI. Research with similar results was also conducted by Tan (2019) which found that there was a significant relationship between work-life balance and turnover intention, but no significant difference in work-life balance between female and male respondents. Another similar study conducted by Jaharudin

and Zainol (2019) showed that there was an influence among WLB and TOI of employees in Malaysia. This study indicated that the more fulfilled WLB employees, the lower the desire of employees to move from the organization.

## 6. Conclusion

Work-life balance concept in the workplace is not a new concept in today's world of work, however this kind of topic is still related and researched by many human resource practitioners and researchers because WLB is faced day by day among employees in all generation. The study has tried to show another empirical evidence for multidimensional relationship between work-life balance, job engagement and turnover intention. Based on the results of the research, it has concluded that work-life balance did not influence the job engagement, because in this context, the respondents found other factors that may influence those variables. On the other hand, it has found work-life balance has an effect on turnover intention of 6.4%. Moreover, the findings in this study have provided some important implications for the leadership in the company, such as providing work time and leave benefit for employees associated with government regulations, furthermore, the company should not impose overtime on employees, however it should consider to recruit the number of new employees if the work target cannot be completed on time, without putting strain to existing employees. Another suggestion, company should give employee the opportunity to develop their abilities and competence. Providing employee facility to work from home in order to balance between their personal and work life. Every study has been carried out with a possibility of obstacles and limitations, therefore the researcher suggests several important things for future research in order to get the research model and understanding of work-life balance more comprehensive, for example this research used only online survey method in distributing questionnaires and the response rate is very low, this condition was related to working conditions in the Covid-19 pandemic, therefore the outcomes of this study could not be generalized, it is expected to be able to add other methods to disseminate the research questionnaire. Future research is expected to explore other factors that have not been examined in this study that affect work-life balance.

## References

- Fayyazi, M., & Aslani, F. (2015). The impact of work-life balance on employees' job satisfaction and turnover intention: the moderating role of continuance commitment. *International Letters of Social and Humanistic Sciences*, 51, 33-41.
- Belete, A. (2018). Turnover intention influencing factors of employees: an empirical work Review. *Journal of Entrepreneurship and Organization Management*, 7(3).
- Delecta, P. (2011). Work life balance. *International Journal of Current Research*, 33(4), 186-189.
- Hair, J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (2010). *Multivariate data analysis: a global perspective*. 7<sup>th</sup> ed., Pearson Education: Upper Saddle River.
- Hayman, J. (2005). Psychometric assessment of an instrument designed to measure work life balance. *Research and Practice in Human Resource Management*, 13(1), 85-91.
- Jaharuddin, N. S., & Zainol, L. N. (2019). The impact of work-life balance on job engagement and turnover intention. *The South East Asian Journal of Management*, 13(1). DOI:10.21002/seam.v13i1.10912.
- Kaur, B., Mohindru., & Pankaj. (2013). Antecedents of turnover intentions: a literature review. *Global Journal of Management and Business Studies*, 3(10), 1219-1230.
- Kumar, K., & Velmurugan, R. (2018). A study on the work life balance of generation Y information technology (IT) employees in Cochin. *International Journal of Engineering and Technology*, 7(3), 142-147.
- Lazar, I., Osoian, C., & Ratiu, P. (2010). The role of work-life balance practices in order to improve organizational performance. *European Research Studies Journal*, 13(1).
- Margaretha, M. (2017). Calling, work engagement and work meaningfulness. *International Journal of Economic Research*, 14(12), 125-132.
- May, R. D., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37.
- Moorhead, G., & Griffin, R. (2013). *Organizational behavior: managing people and organization* (9th ed). Mason: South Western Cengage Learning.
- Oosthuizen, R. M., Coetzee, M., & Munro, Z. (2016). Work-life balance, job satisfaction and turnover intention amongst information technology employees. *Southern African Business Review*, 20, 446-467.
- Pradana, A., & Salehudin, I. (2015). Work overload and turnover intention of junior auditors in greater Jakarta, Indonesia. *The South East Asian Journal of Management*, 9(2). DOI: <https://doi.org/10.21002/seam.v9i2.4950>.
- Rich, B. L., Lepine, J. A., & Crawford, E. (2010). Job engagement: antecedents and effects on job performance. *The Academy of Management Journal*, 53(3), 617-635.
- Rizwan, M., Arsad, M. Q., Munir, H. M. A., Iqbal, F., & Hussain, A. (2014). Determination of employees intention to leave: a study from Pakistan. *International Journal of Human Resource Studies*, 4(3), 1.
- Schaufeli, W., & Bakker, A. (2003). *Utrecht work engagement scale: Preliminary manual*. Utrecht: Occupational Health Psychology Unit, Utrecht University.
- Schiemann, W. A. (2011). *Alignment capability engagement*. Jakarta: PPM.
- Suifan, T. S., Abdallah, A. B., & Diab, H. (2016). The influence of work life balance on turnover intention in private hospitals: the mediating role of work life conflict. *European Journal of Business and Management*, 8(20), 126-139.

Tan, T. (2019). Relation of work life balance to counterproductive work behavior and turnover intention among Malaysian employees. *Advances in Social Science, Education and Humanities Research*, 229, 967-974.

Tower Watson Global workforce study (2012). *Engagement at risk: driving strong performance in a volatile global environment*.



© 2020 by the authors; licensee Growing Science, Canada. This is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC-BY) license (<http://creativecommons.org/licenses/by/4.0/>).