The Influence of Work Life Balance to Turnover Intention Mediated by Job Satisfaction to Millennial Generation in Indonesia

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Keywords: Work Life Balance, Job Satisfaction, Turnover Intention, Millennial Generation.

Abstract: This study discusses the effect of work life balance on turnover intention which is mediated by job satisfaction among millennial generation in Indonesia. This research categorizes as conclusive research which aims to test hypotheses and relationships between variables through data collection, data processing, and data analysis in order to form working conclusions. This study uses a quantitative research method with a cross sectional approach, using instrument in the form of a questionnaire distributed online through various social media platforms. Respondents in this study were 150 millennial generation born between 1981-1997, who work in various industry sectors in Indonesia. The results showed that work-life balance had no significant effect on turnover intention, while also had a direct and significant effect on job satisfaction. Meanwhile, job satisfaction had a direct and significant effect on turnover intention in the millennial generation in Indonesia. In addition, this study also found that job satisfaction partially mediates the relationship between work life balance and turnover intention among millennial generation in Indonesia.

1 INTRODUCTION

The changing era and the development of globalization have brought about shifts in organizational structure, including aspects pertaining workers or human resources, which are the most important assets of an organization. Today, workplaces experience a change in composition where old employees gradually start retiring and are replaced by a generation of fresh graduates who will begin their professional career journey. In general, the world workforce is composed of four generations of worker, namely The Baby Boomer (those born during post-World War II between 1946-1964), Generation X (those born from 1965 to 1980), Gen Y or better known with the term Millennial which is exclusively aimed at those born between 1981 and 1997, and Gen Z, those born after 1997 (Smith, 2016).

This research focuses on generation Y, given the composition of the workforce at this time began to be dominated by their generation. In August 2018 the total workforce of three generations (Baby Boomer Gen, Gen X and Gen Y) in Indonesia amounted to 124,004,950, with Generation Y totalling 57,438,983 or 42% of the total workforce (Central Statistics Agency, 2019). The results of the study on changes in the generational composition of labour shows that generation differences significantly influence job satisfaction, turnover intention, and organizational commitment (Costanza et al., 2012).

Generation Y grew up at a time of rapid technological explosion, the emergence of the internet, economic liberation, the proliferation of social media sharing, etc. It has a big role in forming their personalities as individuals who are free, fun-seeking, and risk-taking. Their values, ethics and work style are very different from the previous generation (Naim and Lenka, 2017). These millennial workers have the desire to continue to improve their abilities and competencies to continue to be able to compete in the world of work. (Naim and Lenka, 2017). This has an impact on the emergence of the desire to continue to look for opportunities to get jobs that are considered more profitable.

Strick competition in labour market and the various benefits offered by competitors are increasing the turnover rate in the millennial generation. Millennial workers are the right target, because they are known to have a low level of loyalty to the organization. When companies cannot meet their expectations, they easily make the decision to quit their jobs and look for another one. Based on a survey conducted by Delloitte

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Consulting on Indonesian millennial workers in 2018, it was found that 43% of millennial workers who were dissatisfied with their work planned to leave after 6-24 months of work and only 28% wanted to stay for more than 5 years.

The turnover phenomenon certainly has a negative impact on the organization, because the it must incur additional costs to recruit and train new employees. Basically, turnover can be predicted even before the employees actually quit their jobs, which can be measured through turnover intention.

(Lobburi, 2012)) states that turnover intention is an act of employees in the form of a mind to stop working due to experiencing dissatisfaction, discomfort, and a decrease in commitment to the organization. The amount of turnover intention of employees, especially millennial workers is motivated by the high desire to obtain balance in personal and professional life or better known as work-life balance.

Work-life balance is an individual's perception that the activities of work and activities outside of work life are balanced and in accordance with the desired life priorities, so that the individual can be said to have achieved life satisfaction (Kalliat and Brough in Simard 2011). Someone is considered to have achieved balance if they have enough time to fulfil their obligations in their work life and personal life without having to bother to balance both sides of life, so that they feel comfortable being on the right personal and professional path (Sirajunisa and Panchanatham, 2010).

Many millennial workers have difficulty balancing work life with their personal lives. One of the difficult causes of achieving work-life balance, namely because of their internal struggle about the role they have. Role conflict occurs when many demands from work and personal life do not support each other, so one's involvement in one role inhibits involvement in other roles. Conflict can also occur if someone's obligations for their role in work and personal life interfere with each other. This is because, as is well known, generation Y has very high hopes of being able to realize work-life balance in their lives, in accordance with their jargon to "work hard, play hard".

(Robbins and Judge, 2011) said that individuals with good work-life balance tend to show 21% better performance than those who do not. Nielsen Indonesia in 2012 conducted a survey of 500 respondents who were employed in various companies, and the results showed that work-life balance is an important factor after finance that affects employees to stay within their jobs. Jobstreet Indonesia in 2014 also conducted a survey of which the results showed that work-life balance had a percentage of 85% as a factor that led to employee turnover. This is supported by research conducted by Watson Wyatt Managing Consultants and quoted by Evangelista et al. (2009) which states that on average employees decide to quit their jobs because they want a better opportunities to achieve a desired balance in their lives.

In addition to having an impact on employee turnover, the imbalance between work and life outside of work also affects the level of job satisfaction. Job satisfaction can be interpreted as a perception and sense of achievement of a job well done or that it provide a valuable fulfilment that is considered important in the workplace (Hollenbeck et al., 2018). Spector (1997), quoted by Octaviani (2015), assesses job satisfaction as an accumulation of individual feelings and attitudes related to various aspects of the work, such as salary, promotion, supervision, benefits, operational conditions, colleagues, appreciation, nature of work, and communication.

Satisfaction in work can be achieved if there is a balance between what is expected by employees and what they are receiving in doing their work. Employee job satisfaction is one of the important aspects that need to be considered in an effort to improve the quality of a company's human resources; when employee job satisfaction is met, they will tend to have higher motivation to work, otherwise dissatisfaction will result in high turnover, absence, strikes, and other negative actions that can adversely affect the company.

2 LITERATURE REVIEW

2.1 The Millennial

Gen Y or better known as Millennial Generation which is exclusively aimed at those born between 1981 and 1997 and Gen Z, those born after 1997 (Smith, 2016). The term millennial is given to gen Y because they are the generation that has experienced the new millennium and grew up in an all-digital era (Kaifi et al., 2012). The era where the millennials grew has a big role in forming their personalities as individuals who are free, fun-loving and risk-taking. Their values, ethics, and work style are considered very different from the previous generations (Naim and Lenka, 2017). These millennial workers have the desire to continue to improve their abilities and competencies to thrive and be able to compete in the workplace. (Naim and Lenka, 2017). This has an impact on the emergence of the desire to continue to look for opportunities to get jobs that are considered more profitable.

Millennials really value freedom and work-life balance in their lives (Macky et al., 2008). They are more concerned with family and personal life, therefore they really need a workplace that supports work-life balance. (Myers and Sadaghiani, 2010) suggest that the millennial needs of work-life balance greatly influence their commitment and dedication to the company.

2.2 Work Life Balance

The term work-life balance is generally used as a more comprehensive form to explain policies that were previously known as family friendly, but now the meaning has expanded and exceeded the scope of the family. Basically work-life balance can be interpreted as a balance between work life, career, and ambition with non-work life such as family, pleasure, leisure, and health (Amjad Ali et al., 2014). Whereas (Delecta, 2011) proposes work life balance as an individual's ability to fulfill work demands and responsibilities as well as family harmony, in the sense of how individuals can share time fairly for families and work affairs. Work-life balance speaks of the effectiveness in managing attitudes in work and all other activities that are considered important in someone's life, such as family, social interaction, personal development, vacation, and recreation (Noor, 2011).

Based on several definitions of work-life balance above, it can be concluded that work-life balance is the intention of individuals to be able to balance and allocate their time in carrying out their roles in work and personal life, where such ideal will be achieved when work life and personal life are balanced without conflict between roles in their respective implementation.

Fisher, Stanton, Jolton & Gavin (2003) divide work-life balance into three dimensions, namely:

1. Work Interference with Personal Life (WIPL)
   This dimension defines the extent to which an individual's work can interfere with his personal life. Interference occurs when work pressure requires individuals to fulfill it, so that their role in the family becomes disturbed.
2. Personal Life Interference with Work (PLIW)
   This dimension shows the extent to which an individual's personal life can interfere with his work life. Interference occurs when the pressure to play a role in a personal life demands too much out of someone so that their role in work becomes difficult to fulfill.
3. Work / Personal Life Enhancement (WPLE)
   This dimension defines the extent to which an individual's personal life can improve and influence the individual in doing their work, and vice versa to what extent the individual's work can have a positive influence on his personal life. Each item of this dimension is a positive effect derived from work that supports personal life, such as boosting energy or increasing enthusiasm.

2.3 Job Satisfaction

(Kreitner and Kinicki, 2014) define job satisfaction as an attitude shown by employees toward work that includes positive as well as negative behaviours. In line with (Robbins and Judge, 2011) which states job satisfaction as the general attitude of individuals to their work. Someone with a high level of job satisfaction will inspire positive behaviour in their work and vice versa.

Furthermore, Spector (1997) quoted by Noviandini (2014) defines job satisfaction as the degree of pleasure someone has towards their work, how someone feels toward their work and other aspects related to work. Satisfaction will encourage someone to behave towards their work so that it will positively affect the company or organization. Meanwhile Robbins & Judge (2011), defines job satisfaction as a form of positive feelings towards a job, which is a manifestation of various aspects of the work. Job satisfaction is an assessment and an individual's attitude towards their work and is related to the work environment, type of work, as well as colleagues and social relationships at work.

2.4 Turnover Intention

Expert opinions varied on the notion of turnover intention, as stated by Fishbein and Ajzen in an article by (Bothma and Roodt, 2013), turnover intention is the intent of a worker who plans to leave their job. Whereas Cho and Son (2012) opined that turnover intention is the behaviour of employees who tend to want to leave the organization of their own volition. (Lobburi, 2012) said turnover intention is an act of employees in the form of a though to stop working due to experiencing dissatisfaction, discomfort and decreased commitment to the organization. Whereas Wiesberg quoted (Padma and Reddy, 2014) said turnover intention as a sign to stop working, not an actual action to quit work.

Therefore, it can be interpreted that the concept of turnover intention is different from turnover. Turnover intention to employees is only limited to desire or motif from the employees to quit their jobs and find others that are considered more suitable. In other word, turnover intention is the perception of em-

ployees to stop working while turnover is a realization of that desire. Various studies show that intention turnover is the best predictor of the actual action. Thus, turnover intention is a very decisive stage before turnover actually happen (AlBattat and Som, 2013).

Akhsanu (2012) suggested several factors that influence the occurrence of turnover, namely: age, duration of work, level of education, organizational engagement, job satisfaction, and corporate culture. While indications of the behaviour of employees who have desires to quit can be marked by increased absenteeism, laziness, dislike and protests against superiors, to an increase in violations of work order (Gecko and Fly, 2010).

3 RESEARCH METHODOLOGY

This research can be categorized as a conclusive research which aimed to test hypotheses and relationships between variables. This study used a quantitative research method with a cross sectional approach, which is to look at and examine information from various cases at a given time and only done once until the researcher finds answers to the research questions. Using the question sheet (questionnaire) as the main instrument research, the research utilized a Likert-like scale. Data collection was carried out by distributing questionnaires online on various social media platforms.

Data analysis in this study was carried out using the analysis software SPSS application to run a path analysis. Path analysis is used to analyse patterns of relationships between variables (Sri and Maharani, 2013). This method aimed to determine the direct or indirect effects of the independent variables on the dependent variables. This analysis used software assistance with the provisions of the F test on Alpha = 0.05 or $p \leq 0.05$ as the F significance level (sig. F). Whereas for the T test the Alpha significance level = 0.05 or $p \leq 0.05$, the code (sig. T) is raised where it is used to see the significance of the indirect influence of the independent variables on the dependent ones.

3.1 Research Hypothesis

The hypothesis in this study illustrates the relationships seen in the model research in Figure 1. The formulation of the hypothesis is:

H1: Work Life balance has a significant direct effect on turnover intention among the millennial generation in Indonesia.

H2: Work Life balance has a significant direct effect on job satisfaction among the millennial generation in Indonesia.

H3: Job satisfaction has a significant direct effect on turnover intention among the millennial generation in Indonesia.

H4: Work life balance significantly influences turnover intention through job satisfaction among the millennial generation in Indonesia.

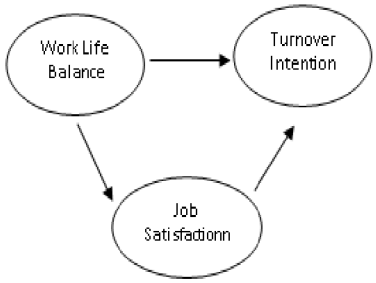

Figure 1: Research Model.

The work life balance theory used in this study refers to the theory of Fisher-McAuley (2003) which was then validated by Hayman (2005) in the Psychometric Assessment of Instruments Designed to Measured Work Life Balance. This theory is used to measure all three dimensions of work life-balance variables, namely the work of interference on personal life, personal life interference on work, and work/personal life enhancement. As for the variable job satisfaction, it was referring to the indicator developed by Warr et al. (1979), which consist of 16 indicators. While, for the turnover intention variable, it was referring to the indicator developed by Lance (1988) which consists of three indicators, namely the intention to stop, the desire to find a new job, and the employees willingness to found and accept a higher income offer.

3.2 Population and Sample

Population is an object / subject that has certain characteristics in common set by the researcher with the intention to be studied in order to be able to then draw conclusions based on information obtained (Sugiyono, 2012). The population in this study was the millennial generation in Indonesia (22-38 years old). The sample should ideally be able to represent the true characteristics of the population. To determine the number of samples in this study, researchers used the sampling method from Hair, Black, Babin, Anderson, and Tatham (2006), namely by multiplying the number of question items in questionnaire by five. The total questions contained in the questionnaire used in this study were 30 questions. Therefore, the minimum

number of samples from this study is 30x5 = 150 people. The sample criteria used in this study were workers who were also millennials born in 1981-1997 from both gender in Indonesia.

The sampling technique in this study used the Probability Sampling (Random Sample) technique by means of Simple Random Sampling¸ which is sampling randomly. All millennial generations in Indonesia (ages 22-38 years) have the same opportunity to be sampled in this study.

4 RESULT AND DISCUSSION

4.1 Respondent Description

Respondents in this study consist of 150 millennials who work in Indonesia from various industry sectors. The description of respondents' characteristics in this study included age, gender, recent education, marriage status, child ownership, years of service, income, and job position. Form the collected data as many as 136 respondents or up to 90.7% were 22-30 years of age, with men made up 35.5% and women 64.7% of all participants with as many as 78.7% of respondents are holding a bachelor diploma. While for marital status, 76.7% are unmarried, 21.3% are married, and about 57.1% having one or more children. A total of 31.3% of respondents had been working for at least 1 year at their current company. A total of 32.7% have an income between Rp. 3,000,000 - Rp. 5,000,000, with 78.7% filling up a job position as staff.

4.2 Validity and Reliability Test

To test the validity and reliability of the research questionnaire, researcher carried out a pilot test on 30 random respondents. The level of validity can be measured by comparing the calculated r value with the r table value for the degree of freedom (df) = n - k with alpha of 0.05. In this study df = 30 - 2 = 28, with alpha = 0.05 or 5%, so the r table value used is 0.361. The validity test results are seen in the following Figure 2.

On Figure 2, it can be seen that all question items in the questionnaire have a correlation coefficient value > 0.361, which means all items in the questionnaire are declared valid and feasible to use. Furthermore, reliability testing was done to see the consistency of the instruments to be used.

The reliability test used was cronbach's alpha where an instrument is declared reliable if it has a coefficient of 0.60 or more. The results of reliability testing can be seen in the following Figure 3. From Figure 3 below, it can be seen that the Cronbach's Alpha coefficient value for each variable has a value of$>$ 0.60, thus the research instrument can be said to have very good reliability.

Variabele	Item of Qusetions	Coefficient Correlation	Note
Work Life Balance	WLB1	.610	Valid
	WLB2	.616	Valid
	WLB3	.550	Valid
	WLB4	.502	Valid
	WLB5	.603	Valid
	WLB6	.510	Valid
	WLB7	.604	Valid
	WLB8	.532	Valid
	WLB9	.412	Valid
	WLB10	.520	Valid
	WLB11	.475	Valid
	WLB12	.534	Valid
Job Satisfaction	JS1	.698	Valid
	JS2	.519	Valid
	JS3	.463	Valid
	JS4	.701	Valid
	JS5	.708	Valid
	JS6	.704	Valid
	JS7	.661	Valid
	JS8	.745	Valid
	JS9	.674	Valid
	JS10	.736	Valid
	JS11	.804	Valid
	JS12	.644	Valid
	JS13	.614	Valid
	JS14	.792	Valid
Turnover Intention	TI1	.800	Valid
	TI2	.767	Valid
	TI3	.673	Valid
	TI4	.648	Valid

Figure 2: Instrument Validity Result.

Variabele	Cronbach's Alpha	Note
Work Life Balance	.760	Reliable
Job Satisfaction	.931	Reliable
Turnover Intention	.868	Reliable

Figure 3: Instrument Validity Result.

4.3 Description of Research Variables

Each question item in this research questionnaire was measured using a Likert scale consisting of 5 answer choices, namely (1) strongly disagree, (2) disagree, (3) disagree, (4) agree and (5) strongly agree. The description of the respondent's answers will be explained based on the frequency and results of the calculation of the average of each variable that has been categorized. The interval used in the categorization was obtained from the highest answer value (5) minus the lowest answer value (5) divided by the number of classes (5), so that the interval on categorization is equal to 0.8.

Work life balance variable consist of 12 questions, which include 3 dimensions, namely Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW) and Work / Personal Life Enhancement (WPLE), where each dimension was indicated by 4 questions. Meanwhile job satisfaction

variable consists of 14 questions and turnover intention variable consists of 4 questions. The following is the recapitulation of respondents' answers to the three variables:

Variabele	Item of Qusetions	Mean	Note
Work Life Balance	WLB1	3.62	High
	WLB2	3.59	High
	WLB3	3.30	Moderate
	WLB4	3.11	Moderate
	WLB5	3.87	High
	WLB6	3.69	High
	WLB7	4.06	High
	WLB8	4.14	High
	WLB9	3.71	High
	WLB10	3.78	High
	WLB11	3.83	High
	WLB12	3.51	High
Job Satisfaction	JS1	3.39	Moderate
	JS2	3.55	High
	JS3	3.47	High
	JS4	3.32	Moderate
	JS5	2.92	Moderate
	JS6	3.47	High
	JS7	3.55	High
	JS8	2.94	Moderate
	JS9	2.85	Moderate
	JS10	2.70	Moderate
	JS11	3.14	Moderate
	JS12	3.21	Moderate
	JS13	3.22	Moderate
	JS14	3.35	Moderate
Turnover Intention	TI1	2.88	Moderate
	TI2	3.18	Moderate
	TI3	3.62	High
	TI4	3.03	Moderate

Figure 4: Frequency Distribution of Variables.

From the results of the recapitulation, it can be seen that the highest work life balance level among the Indonesian millennials, in the dimension of work interference with personal life, is found in the first question item (WIPL1) "My personal life is disrupted because of my work" with a mean of 3.62. The lowest is found in the fourth question item (WIPL4) "I have difficulty conducting work related task and non-work related tasks simultaneously" with a mean of 3.11. Furthermore, the highest score for personal life interference with work dimension is found in (PLIW4) "Personal matters make it difficult for me to do my job" with a mean of 4.14. The lowest was found in third question (PLIW2) "I am too tired to work effectively" with a mean of 3.69. In the work/personal life enhancement dimension, the question item (WPLE3) "my personal life makes my mood to work better" with a mean value of 3.83. Overall, the work life balance variable has a mean value of 3.68 or is in the high category.

It can be seen that the highest level of job satisfaction in the millennial generation in Indonesia is in the second question item (JS2) "I am free to choose the method that I want to do the work" with a mean value of 3.55, seventh question (JS7) "I have opportunities to use all of my skills and abilities" with a mean value of 3.55, while the lowest value is in the tenth question item (JS10) "I am satisfied with the way the company manages its own HR" with a mean value of 2.70. Overall, job satisfaction variable have a mean value of 3.22 or is in the moderate category.

It can be seen that the highest turnover rate of intention among the Indonesian millennials is in the third question (TI3) "if I get another job offer that provides better salary, I will quit this job" with a mean value of 3.62 while the lowest is in the question item (TI1) "I often think of quitting my current job" with a mean of 2.88. Overall turnover intention variable have a mean value of 3.18 thus it lies in the medium category.

Next, the researcher conducted the Classical Assumption Test, which consists of Normality Test, Multi Collinearity Test and Heteroscedasticity Test. In the Normality Test using the Kolmogorov-Smirnov Test, the Asymp Sig (2-tailed) value was obtained at 0.87 which is more than α = 5%, which means that the data is normally distributed.

Furthermore, the multi colinearity test can be seen in the tolerance (a) and variance inflation factor (VIF). Multi collinearity occurs when the VIF value is below 10 (<10). A set of data is considered good when it does not experience multi collinearity. From the result of the multi collinearity test on the work life balance variable, the VIF value is 1.357, which indicates that the VIF value is ¡10. It can be said that multi collinearity does not occur in the work life balance variable. The results of multi collinearity tests on job satisfaction variables obtained VIF value of 1357, which indicates that the VIF value <10. It can be concluded that the data used in this research do not experience multi collinearity.

Heteroscedasticity test was carried out using Glacier test. A set of data is considered good when it does not experience heteroscedasticity. The results of the Glacier test obtained a significance value for the work life balance variable of 0.51 and for the job satisfaction variable of 0.482. Both of these variables have significant values ¿ α = 0.05, thus it can be concluded that the data used in this research do not experience heteroscedasticity.

4.4 Hypothesis Testing

In order to see the influence between variables and to prove the hypothesis, researcher conducted a study using Path Analysis. The variables used were Work Life Balance (X), Job Satisfaction (Z), and Turnover Intention (Y). In path analysis, it can be divided into two, namely path coefficients I and II.

The SPSS output on path analysis is shown below:

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
Coefficient I (Predictor Constant Work Life Balance)				
1	.513[a]	.263	.258	9.043
Coefficient II (Predictor Constant Job Satisfaction, Work Life Balance)				
1	.533[a]	.284	.274	3.782

Figure 5: Diversity Value of Path Coefficient I & II.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Coefficient I (Dependent Variable: Job Satisfaction)					
(Constant)	14.392	4.348		3.310	.001
Work Life Balance	.705	.097	.513	7.274	.000
Coefficient II (Dependent Variable: Turnover Intention)					
(Constant)	26.122	1.885		13.861	.000
Work Life Balance	-.116	.047	-.199	-2.446	.016
Job Satisfaction	-.170	.034	-.402	-4.947	.000

Figure 6: Result of Individual Test for Path Coefficient I & II.

Based on Figure 5 it can be seen that the coefficient of determination produced for coefficient I is equal to .263 or 26.3% indicating that the diversity of work satisfaction variable that can be explained by work life balance amounted to 26.3%, while others are explained by other variables which are outside the data testing model. Meanwhile the coefficient of determination produced was equal to 0.284 or 28.4% indicating that the diversity of turnover intention can be explained by work life balance and job satisfaction, while the other 71.6% is explained by other variables that were outside the data testing model.

Based on the Figure 6 it can be seen that the path coefficient 1 is to test the hypothesis direct influence of work-life balance on job satisfaction. A research hypothesis is said to have an effect when its significance value (p-value) $<$ α = 5%, whereas when the significance value (p-value)$>$ α = 5% then one variable does not have an effect on the others. Based on the calculation that had been done, it shown the significance (p-value) = 0.00 $<$ α = 5%. Hence, it can be concluded that H2 is accepted, which means that the work life balance has a direct effect on job satisfaction.

The path coefficient II tested 3 hypotheses, namely:

1. The direct effect of the work life balance on turnover intention. A variable of a study is considered to have an effect when the significance value (p-value) ¡α = 5%, whereas if the significance value (p-value)¿ α = 5% means a variable does not have an effect on the others. Based on the calculation, it can be seen that the significance value (p-value) = 0.016 ¡ α = 5%. Therefore, H1 was accepted which means that the work life balance directly influence turnover intention.
2. Direct influence of satisfaction on turnover intention. A variable of a study is considered to have an effect when the significance value (p-value) ¡α = 5%, whereas if the significance value (p-value)¿ α = 5% means a variable does not have an effect on the others. Based on the calculation, it can be seen that the significance value (p-value) =0.000 ¡ α = 5%. Therefore, H3 was accepted, meaning that the job satisfaction has a direct effect on turnover intention.

The indirect effect of the work life balance on turnover intention through job satisfaction by multiplying the value of beta between X and Z with the value of beta Z to Y, as formulate bellow:

$$\begin{aligned} &Beta(X \longrightarrow Z \longrightarrow Y) \\ &\quad = Beta(X \longrightarrow Z) x Beta(Z \longrightarrow Y) \\ &\quad = Beta(-0,407) x (0,218) \\ &\quad = 0.089 \end{aligned} \tag{1}$$

Based on the calculations, it can be drawn that the beta value of the direct effect between X and Z is 0.199 and the indirect effect is 0.089. This shows that the direct effect value is greater than the value of indirect influence through job satisfaction, i.e. 0.199 ¿ 0.089. This result indicates H4 is to be accepted, which means that work life balance significantly influences turnover intention through job satisfaction.

Based on data obtained through questionnaires and from the results of data processing, it was found that work life balance has a significant direct effect on turnover intention. This can be seen from the value of Sig 0.016¿ α = 0.05. Whereas, from the correlation point of view, it can be drawn that there is a negative correlation between work life balance and turnover intention among indonesian millennials, with a correlation value of -0.199. It can be interpreted that the higher the work life balance, the lower the turnover intention in the millennial generation in Indonesia, and vice versa the lower the work life balance they have, the higher the turnover intention rate.

In addition, this study also found that work life balance has a significant direct effect on job satisfaction. This can be seen from the value of sig 0,000¿ α = 0.05. Whereas, from the correlational point of view, it can be seen that there is a positive correlation between job satisfaction and turnover intention among Indonesian millennials, with a correlation value of -0.513. It can be interpreted that the higher the work life balance, the higher the job satisfaction for the millennial generation in Indonesia, and vice versa the lower the work life balance they have, the lower their level of job satisfaction.

Furthermore, this study also found that job satisfaction has a significant direct effect on turnover intention. This can be seen from the value of sig 0,000¿

$\alpha = 0.05$. From correlational point of view, it can be seen that there is a negative relationship between job satisfaction and turnover intention among millennial generation in Indonesia, with a correlation value of -0.402. It can be interpreted that the higher the job satisfaction they have, the lower their turnover intention, and vice versa the lower the job satisfaction they have, the higher their turnover intention rate.

This study also found the role of job satisfaction that mediates the effect of work life balance on turnover intention. The higher the work life balance among the millennial generation, the higher their job satisfaction level that will reduce the turnover intention, and vice versa.

5 CONCLUSIONS

Based on the results of work life balance analysis and the effect on turnover intention which is mediated by job satisfaction among Indonesian millennials, it can be concluded that: work life balance has a significant direct effect on turnover intention and job satisfaction; job satisfaction has a direct influence on turnover intention; and job satisfaction mediates the effect of work life balance on turnover intention.

The results of this study are in accordance with the theory of the millennial generation, where the turnover rate in this generation is very high. The high turnover rate in this generation is greatly influenced because of their desire to achieve balance between work and personal life. When their expectations of a job cannot be fulfilled it will affect job satisfaction and ultimately lead to turnover.

LIMITATION AND SUGGESTION

This study only uses a sample of 150 respondents, a number that is considered miniscule to describe the characteristics of the Indonesian millennials in general. Respondents in the study came from various occupational backgrounds; researcher believe it would be better to focus on one sector of the industry or even one company, as the culture and work environment would be relatively the same. In addition, the distribution of questionnaires conducted online, limited researcher to explore further information about the phenomena raised in this study. Hopefully further researches can be conducted with the addition of in-depth interviews with more respondents to enrich the perception and information about the attitude of the millennials toward their jobs and workplaces.

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