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## MANAGEMENT

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### ANALYSIS ON THE EFFECT OF WORK-LIFE BALANCE AND CAREER DEVELOPMENT ON TURNOVER INTENTION FOR MILLENNIAL GENERATIONS

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**Abstract.** Millennial generation has unique and different characteristics, become significant human resources which expected to be able to change the condition of an organization to be more productive. Millennial generation employees are more concerned on the aspects of work life balance and self-actualization, such as opportunities to develop their career at work. The fulfillment of work life balance and career development aspects provide the employee of millennial generation last longer within their current jobs and reduce their intention to change an occupation. This research aims to examine various previous literatures study that analyzes the effect of work life balance and career development on turnover intention of millennial generation. The analysis of this research was done by literature study method that collects previous findings related to the effect of work life balance and career development on turnover intention. The results of the literature review indicated that there is a negative influence on work life balance and career development on turnover intention of the millennial generation of changing their job. It can be concluded that Millennial generation employees are realistic on the fact that they have to move up through the corporate ladder to achieve their career aspirations and more likely to take an active role in their career planning and execution.

**Keywords:** work life balance, career development, turnover intention.

**JEL Classification:** O150, P470, J540.

## INTRODUCTION

Effective and efficient human resource management will help to optimize the performance of company, both in terms of income and expenditure. To achieve a good performance system and competitive companies, human resources (employees) include as a dominant character and carry out a significant role in order to support the company goals. However, when an employees decided to leave their job (turnover) it will damage the company whether from the aspect of expense or interrupt the sustainability of organization. The turnover intention is the best predictor to observe an early signal on the existence of employee turnover (Slattery in Srivastava, 2013).

Several millennial generations came to the companies and become important human resources who are expected to be able to encourage an organization to be more productive. Millennial

generations who have unique and different characteristics grow up within the rapid development of technology and communication. The existence of technology and communication rapid development means that millennial generation can do their work from home, did not necessarily work from the office to manage the balance between work and their personal lives (Meier, Austin and Crocker, 2010). Millennial generation is a generation that pays more attention to aspects of work life balance compared to previous generations. Work life balance is a construct that explains the individual's perception of balance that occurs within an employee in terms of work life and personal life (Hayman, 2005). Millennial generation needs their relationships with friends and family, and more interested in jobs that accommodate their personal lives (Spiro, 2006).

The results of a survey was conducted by Sheahan (2008) show that millennial generation employees in Asia Pacific region have the shortest working tenure compared to employees of other generations, because they have an average work period of 18 months. The millennial generation has a tendency to easily move their jobs. Gallup (2019) found that 21% of millennial generation changed workplaces in less than a year. It is realized that the behavior of millennial that are likely to move jobs starting to become a threat to companies.

Turnover intention is a problem faced by almost every company. Several reasons can be used as the basic of employee leaving the company. Employee movement from a workplace to another is a problem that should be carefully concerned, considering that it does not only affect the determination of business strategy in company, but also special consideration in developing employee talent. Several organizations have started to respond to the high amount of turnover intention by designing various career development programs for employees. Provide an effective career development and support employee career development will assist the organization to recruit and satisfy the employees in their jobs (Barnett and Bradley, 2007). Thus, the more opportunities for employees to develop their careers, the greater employee's job satisfaction. The higher employee job satisfaction, the possibility of turnover intention will decrease.

## LITERATURE REVIEW

### **Millennial Generation**

Meier, Austin and Crocker (2010) in his research suggest that millennial generation or Y generation is a generation that was born between 1980 and 2000. Millennial generation have a tendency to socialize and learn new thing based on the internet, consume and produce digital information, seek for work according to personal standards and seek recognition from others (Karakas, Manisaligil, and Sarigollu, 2015). Millennial generation likes challenges and work-life balance of work (Gilbert, 2011). Obtaining a lot of money is tendency that is less important for millennial generation compared to the tendency of social contribution; enjoy life at most and balanced lifestyle (Hassan, Ibrahim and Lim, 2011). The millennial generation wants a company that has system that can develop themselves within a clear coaching process from their superiors.

### **Work life balance**

*Work life balance* defined as individual ability to fulfill their duty and their family commitment and their other non-work responsibilities (Caesar and Fei, 2018). *Work life balance* refers to a person's ability to be able to carry out a proper work and life responsibilities at the same time (Wheatley, 2012). Frone (inside Peiró and Tetrck, 2011) stated that *work life balance* is the absence of conflict between an individual family role and their work matter. Career and family has the same important values for humans.

### **Career Development**

Career can be defined as a high-value job and lifestyle that should be balanced, equal, progressive and rational (Gysbers, Heppner and Johnston, 2009). Career development is the process

of increasing individual employability to achieve the desired career path (Rivai, 2013). In Delery and Doty's theory (Delery and Gupta, 2016), career development defined as the degree which employees perceive a career planning program to help members achieve their goals. The career development system should appropriate the needs of individuals in organization. Every people has their own needs, career stages, hierarchical levels, and many other things, therefore career planning management should be broad enough to meet several of individual needs. (Chen, Chang and Yeh, 2004).

### ***Turnover intention***

The meaning of intention is a motive or desire that arises from an individual to do something and turnover is the employee voluntary stopping from his / her place of work (Nathalia, 2010). *Turnover intention* can be defined as mental decision between work attitudes and decisions to stay or leave the job. This mental decision considered as direct antecedent of employee's outgoing behavior (Jacobs and Roodt, 2011). According to Zeffane, *turnover intention* is the tendency for individual feelings or intentions of individuals who have the desire to quit their job. Robbins and Judge (2015) believe that the main impact of turnover intention for companies is cost. High turnover rates will causes the increase recruitment, selection, and training costs (Mobley, 2011). Excessive turnover will have an impact on performance of organization in the long-term because the time that should be used for production runs out to conduct training for new employees.

From the explanation above, this is an impetus for researchers to make a research regarding the effect of work life balance and career development on turnover intention of millennial generation. This research aims to examine the turnover intention of millennial generation which is influenced by work and life balance and career development, and then from the conclusion it can be a recommendation of an organization to take the next step to maintain their millennial employee.

### **PAPER OBJECTIVE**

We can say that the existence of technology and communication rapid development means that millennial generation can do their work from home. Therefore, this research is to investigate the turnover intention of millennial generation which is influenced by work and life balance and career development, to know the effect of various previous studies in work and life balance and career development for millennial generation.

### **METHODOLOGY**

This research uses qualitative approach within the method of literary study which was carried out by recording previous findings, then combining the findings obtained and analyzing these findings coherently and clearly (Sugiyono, 2016). In this research, secondary data were obtained from the previous literature. The data source was collected from previous research books and journals.

The data analysis technique is a qualitative descriptive analysis technique. This analysis technique was chosen to describe the problems that cause turnover intention of millennial generation employees which then reviewed, in order to produce relevant input for the organization and able to retain millennial generation employees, thus they do not lose any productive human resources. The results of this research can assist organizations in making their strategic decisions to manage their human resources and achieve the organizational effectiveness. It is interesting to study the millennial generation and their views on work life balance it will help to develop human resource policies related to the millennial generation, such as policies for recruitment, retention, and employee motivation in workplace (Twenge, Campbell, Hoffman and Lance, 2010).

## RESULT AND DISCUSSION

This study combined the results of several previous studies regarding work life balance and career development variables to analyze its effects on turnover intention. The results and discussion related to research problems explained as below.

*Table 1*

### *Comparison Influence of work life balance toward turnover intention between two journals*

Variable	Javed, Khan, Aamir and Ahmed (2014)	Sang, Ison and Dainty (2009)	Suifan, Abdallah and Diab (2016)	Malik, Gomez, Ahmad and Saif (2010)	Parkes and Langford (2008)
Influence of work Life Balance toward turnover intention	Work life is low, but turnover intention increase	Work life is low, but turnover intention increase	It has negative effect of work life balance toward turnover intention	Work-life balance negatively affects the desire to leave the organization (turnover intention)	life balance contributes to employee engagement

*Table 2*

### *Comparison influence of career development toward turnover intention between two journals*

Variable	Martinez (2014)	Weng and McElroy (2010)	Hafiz, et al
Influence of Career Development toward turnover intention	Negative effect	Career development is negatively related to turnover intention and work commitment	career development has negative and significant impact on turnover intention

*Table 3*

### *The Relation between variables*

The relation between variables		Research Result	Decision
Work Life Balance (X1)	Turnover Intention (Y)	three of the related research indicated negative effect, only a research indicated positive contribution	Work life Balance has negative impact on turnover intention
Career Development (X2)	Turnover Intention (Y)	All of the related research indicated negative effect on turnover intention	Career Development has negative impact on turnover intention

*Source: Related research.*

### **The influence of *work life balance* toward *turnover intention***

Several previous studies have explained that work-life balance has negative effect on *turnover intention*. This was based on the consequences of not fulfilling work-life balance, such as disruption of employee's personal and family life relations due to work. If it happens continuously, it will cause the intention of employees to find other jobs that suitable for their personal and family lives.

A research that was done by Javed, Khan, Aamir and Ahmed (2014) revealed that there is negative influence between work life balance and turnover intention. The results of his research concluded that if work-life balance is low, the turnover intention will increase, and vice versa. Almost similar opinion was stated by Sang, Ison, and Dainty (2009) regarding the influence of *work life balance* toward the possibility of *turnover intention* in architectural services industry although borough, UK which concluded that the balance of time and energy that was spent at work and outside of work will affects employees' intention to leave the company.

Another study that discusses the relationship between work-life balance and turnover intention carried out by Sufian, Abdallah, and Diab (2016) at Jordan in private health service industry which shows a negative effect of work life balance toward turnover intention. Another research of the influence of work life balance and turnover intention was done by Malik, Gomez, Ahmad, and Saif (2010). The study was conducted by distributing 250 questionnaires to doctors in Pakistan and it was concluded that work-life balance negatively affects the desire to leave the organization (turnover intention). Parkes and Langford (2008) also said that work life balance contributes to employee engagement (job satisfaction and organizational commitment) which contributes to higher productivity and lower organizational turnover.

### **The influence of Career Development toward *turnover intention***

Research on the effect of career development on turnover intention has been widely conducted and concluded that there is a negative effect on career development on turnover intention. Martinez (2014) stated that the negative effect of career development turnover intention indicates that career development is a factor that affects turnover intention. The existence of promising career development is a reason that can reduce employee turnover intention.

The research that was done by Weng and McElroy (2010) describes career development and its impact on employment, commitment and intention to turnover. Career development is negatively related to turnover intention and work commitment. The next research is a research that was done by Hafiz, *et al.* toward the employee of BFI Finance Palembang, it is obtained the similar result that career development has negative and significant impact on turnover intention. Turnover decisions involve an ongoing evaluation of career advancement opportunities of individual current workplace to his or her expectations for opportunities to develop career in other organization.

The Organizations that unable to provide career development programs and meet personnel career needs will causes an increased on personnel dissatisfaction, which increased turnover intention (Chen *et al.*, 2004). Career development is important for organization, because career is a need that should be continues to be developed an employee and motivate employees to improve their performance.

## **CONCLUSION**

Millennial generation is a generation that has conditional loyalty and can leave work for better jobs in other companies (Gursoy and Christina, Geng-Qing Chi Ersem, 2013). The retention and turnover of millennial generation is a challenge for managers because millennial generation is the majority group of work. To maintain millennial generation employees, an organization needs to make a strategy regarding the training method, career development, compensation, rewards,

employee engagement programs, and pay attention to the balance of employees' personal lives and work.

Based on a literature review of previous research related to turnover intention that was influenced by work life balance, it can be concluded that there is negative influence on work life balance toward turnover intention of millennial generation. Millennial generations are significantly more interested in a job within the high work-life balance thus they will not consider about leaving their job (Buzz, 2017). Millennial generation willing to work hard and they demand a good compensation, have the opportunity to develop themselves, and able to pay attention regarding work-life balance. Millennial generation will assume that there is a mistake in choosing a job if they do not find any work life balance in their work environment.

The further conclusion obtained regarding turnover intention which is influenced by career development is that there is negative effect of career development on turnover intention of millennial generation. Millennial employees are realistic regarding the fact that they should move up the corporate ladder to achieve their career aspirations and more likely to take an active role in their career planning and execution. If companies are unable to provide them with the opportunity to fully develop skills, high levels of dissatisfaction will arise and the intention to change their current jobs will increase.

Millennial generations are looking for faster career advancement opportunities in organizations than previous generations. Millennial generation tend to be more flexible in terms of career choices and financial obligations. For this generation, having a qualified job and career satisfaction is more important than a good salary. Millennial generation have high expectations and very proud of themselves. Millennial generation believe that if they make a good contribution to the organization, they expect to get promotion and faster career development. When the career path in an organization is clear, millennial generation will increase the interest to contribute and achieve their organizational goals.

Based on the conclusions of research results, it is suggested that organizations should pay more attention and understand the millennial generation workforce because they are different from the previous generation. And Organizations should be able to face the challenges to manage the diverse characteristics of millennial workforce and achieve the long-term organizational success. The results of this study suggest that organizations should understand what motivates or encourages millennial generation employees and what factors influence the decision of millennial generation employees to leave their companies. The results indicated that several factors which affect the turnover intention of millennial generation employees include work-life balance and career development. Therefore, organizations need to prepare strategies and policies of work to obtain the work-life balance of millennial generation employees and provide a clear career development path. Therefore, millennial generation employees will stay in its organization environment. Work life balance benefits for organizations include a reduction in absenteeism, increased productivity, and increased employee retention.

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## АНАЛІЗ ВПЛИВУ БАЛАНСУ ТРУДОВОГО ЖИТТЯ І РОЗВИТКУ КАР'ЄРИ НА ПРОЦЕСИ ПЛІННОСТІ КАДРІВ ДЛЯ ПОКОЛІНЬ-МІЛЕНІАЛІВ

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Покоління мілленіалов володіє унікальними і різними характеристиками, вони стали значними людськими ресурсами, які, як очікується, зможуть змінити стан організації, зробивши її більш продуктивною. Співробітники покоління мілленіалов більше стурбовані аспектами балансу між роботою та особистим життям і самореалізацією, такими як - можливості розвитку своєї кар'єри. Реалізація аспектів балансу між роботою та особистим життям і кар'єрного зростання дозволяє працівникам покоління мілленіалов довше залишатися на своїй нинішній роботі і зменшувати їх намір змінити професію. Це дослідження спрямоване на вивчення різних попередніх наукових досліджень, в яких аналізується вплив балансу між роботою та особистим життям і розвитком кар'єри на плинність кадрів покоління мілленіалов. Аналіз цього дослідження було проведено за допомогою методу вивчення літератури, що стосується впливу балансу між роботою та особистим життям і розвитком кар'єри на намір зміни професії. Результати огляду літератури показали, що існує негативний вплив на баланс між роботою та особистим життям і кар'єрне зростання на намір зміни професії покоління мілленіалов. Можна зробити висновок, що співробітники покоління мілленіалов реалістично ставляться до того факту, що вони повинні

просуватися по кар'єрних сходах, щоб досягти своїх кар'єрних устремлінь, і з більшою імовірністю будуть брати активну участь у плануванні та реалізації своєї кар'єри.

**Ключові слова:** баланс роботи та особистого життя, кар'єрний ріст, плинність кадрів.

## АНАЛИЗ ВЛИЯНИЯ БАЛАНСА ТРУДОВОЙ ЖИЗНИ И РАЗВИТИЯ КАРЬЕРЫ НА ПРОЦЕССЫ ТЕКУЧЕСТИ КАДРОВ ДЛЯ ПОКОЛЕНИЙ-МИЛЛЕНИАЛОВ

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Поколение миллениалов обладает уникальными и разными характеристиками, они стали значительными человеческими ресурсами, которые, как ожидается, смогут изменить состояние организации, сделав ее более продуктивной. Сотрудники поколения миллениалов больше озабочены аспектами баланса между работой и личной жизнью и самореализацией, такими как – возможности развития своей карьеры. Реализация аспектов баланса между работой и личной жизнью и карьерного роста позволяет работникам поколения миллениалов дольше оставаться на своей нынешней работе и уменьшать их намерение сменить профессию. Это исследование направлено на изучение различных предшествующих научных исследований, в которых анализируется влияние баланса между работой и личной жизнью и развитием карьеры на текучесть кадров поколения миллениалов. Анализ этого исследования был проведен с помощью метода изучения литературы, касающейся влияния баланса между работой и личной жизнью и развитием карьеры на намерение смены профессии. Результаты обзора литературы показали, что существует отрицательное влияние на баланс между работой и личной жизнью и карьерный рост на намерение смены профессии поколения миллениалов. Можно сделать вывод, что сотрудники поколения миллениалов реалистично относятся к тому факту, что они должны продвигаться по карьерной лестнице, чтобы достичь своих карьерных устремлений, и с большей вероятностью будут принимать активное участие в планировании и реализации своей карьеры.

**Ключевые слова:** баланс работы и личной жизни, карьерный рост, текучесть кадров.