

Work Attachment as Intervening Transformational Leadership and Work-Life Balance to Intention to Stay in Millennial Generation in Automotive Company

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ABSTRAK

Perubahan generasi telah memberi banyak warna pada dunia kerja dan organisasi/perusahaan. Sumber Daya Manusia merupakan departemen yang harus tanggap dan kreatif secara kritis dalam menyikapi Perubahan. Penelitian ini berfokus pada analisis cara-cara alternatif mempertahankan milenial di perusahaan dalam hal kepemimpinan transformasional, work life balance, dan pengembangan karir sebagai harapan milenial untuk terikat dan bertahan. Sampel berjumlah 232 dari total populasi 281. Pengolahan data menggunakan Smart PLS 3. Hasilnya ditemukan kepemimpinan transformasional berpengaruh positif signifikan terhadap kelekatan kerja, nilai 0,024; P-Value adalah 0,013, dan pemimpin sudah berorientasi ke depan sebesar 62,07%. Work life balance berpengaruh positif signifikan terhadap work attachment, nilai 0,536. P-Value dan work life balance telah terpenuhi sebesar 66,81%. Secara tidak langsung melalui work attachment transformational leadership mempengaruhi Intention to stay positif dengan nilai signifikan 0,134 dan P-Value (0,034). Work life balance mempengaruhi intention to stay melalui work attachment positif dengan nilai signifikansi 0,322 dan P-Value 0,000. Hasil menarik lainnya adalah 87,93% karyawan nyaman, 50% karyawan sampai pensiun, dan 48,71% karyawan akan bertahan >15 tahun.

ABSTRACT

Generational Change has given many colors to the world of work and organizations/companies. Human Resources is a department that must be responsive and critically creative in responding to change. This research focuses on analyze alternative ways to maintain millennials in companies in terms of transformational leadership, work life balance, and career development as millennials hope to bond and stay. The sample was 232 out of a total population of 281. Data processing is using Smart PLS 3. The result found transformational leadership has a significant positive effect on work attachment, value 0.024; P-Value is 0.013, and Leaders are already forward-oriented at 62.07%. Work life balance has a significant positive effect on work attachment, value 0.536. P-Value and work life balance have been met by 66.81%. Indirectly, through work attachment transformational leadership affects the intention to stay positive significant value 0.134 and P-Value (0.034). Work life balance affects intention to stay through positive work attachment significant value 0.322 and P-Value 0.000. Another interesting result is that 87.93% of employees are comfortable, 50% of employees are until retirement, and 48.71% of employees will last >15 years.

1. INTRODUCTION

The phenomenon of Generation shift in the world of work is a real fact and cannot be avoided. As the next generation continues to be born, global challenges, both technology/market, can also become a force or threat to the company depending on how it is managed. Progress in science and technology globalization and demographic bonuses, leadership transition, organizational culture, and business strategy needs to be prepared because it concerns productivity by creating a system that can adopt wisdom in technology management and careful planning (Dharma, 2019; Rambe, 2018). The habit of millennial closes to technology, the internet has also changed their behavior in communication and work, especially in finding information and conveying aspirations through the internet (Adiawaty, 2019; Widianingsih, 2013). They

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look at the surrounding environment in terms of trust, values, and attitudes, like simple things, prioritize technology, high creativity, wide network, a crisis of confidence when not as desired, and cannot control emotions when showing their dissatisfaction in the social world, and then they need the support and role of those closest to them to solve their problems (Achmad et al., 2019; Rohmiyati, 2018; Zis et al., 2021).

The millennial generation paradigm in looking at careers sees aspects of orientation (comfortable career, according to experts, as a responsibility to others), elements of attitude (encouragement and ability to get what suits their wishes so that they are accustomed to having more than one business), aspects of behavior (interpreting work as hard work and strategy combat, so high dedication is their strong point) (Mappamiring et al., 2020; Saidah et al., 2021). The findings are the ideal time to survive in a workplace for millennials is 3-5 years (40.8%), 1-2 years (20%). The decision to join the organization and over time, they will decide themselves on the decision of intention to stay (intention to stay) or vice versa from the organization. The process until the occurrence of the decision begins from the moment of joining, evaluating the situation and its implementation by reviewing the original purpose of joining, its impact on the decision remains, intention to stay or vice versa, namely the choice to leave (turnover intention) (Mappamiring et al., 2020; Meydiana et al., 2018). Some of the things that cause an increase in the turnover intention of generation y employees.

Base on phenomena, 4 things are interesting to the author. First, Indonesia has entered the Era of demographic bonus, where the millennial generation is the majority generation in the world of work in addition to generation X and followed by generation Z (Malik & Janowska, 2018; Mustomi & Reptiningsih, 2020). Second, changes in the culture of the millennial generation that is different from the generation previously it needs to be taken more seriously, especially for the preparation of transitions between ages, preparing Leadership, organizational culture and business strategies that are by the culture of generation Y or Z later. Third, the tendency of millennials to move around has contributed to high turnover is a challenge to be managed (for the reason that employees stay / intention to stay can be done). This impact is related to employee turnover costs, productivity, and the existence of the company. Fourth of the various reasons for employees to opt out, career development, work life balance, and leadership are urgent things that the company focuses on in retaining its employees, especially the millennial generation. with all the advantages and disadvantages.

Research at PT Takenaka Indonesia found that Leadership does not automatically affect the decline in employee turnover rates (Saklit, 2017). The same thing is shown: leadership does not affect work attachment or intention to stay in the organization. This is interesting to research, considering several alternative leadership styles according to the millennial generation. One of which is democratic leadership which previously could be regarded as capable of being a bridge between the senior and junior generations. However, at some point with age, it becomes difficult to implement, and the rise of personal selfishness to accept input or views different from its junior generation (Bhramantyo & Sawitri, 2021; Mutammimutsani et al., 2020).

Researchers look at previous research and existing references from various leadership styles that can influence employee attachment, one of which is transformational leadership. This view is also based on findings in the survey that millennial prefer leadership that can inspire, be a mentor, model/role model, can communicate effectively, and is also able to display optimism and technological capabilities, all of which are possessed by the transformational leadership style (Afiani et al., 2019; Bhramantyo & Sawitri, 2021). The survey also aligns with several studies that state that Transformational Leadership affects work attachment (Nurcahyanti & Dudih, 2019; Zaki et al., 2019). The finding is that Transformational Leadership affects Work Engagement by engaging Communication. Transformational Leadership can also improve employee performance when potential employees can be retained (Putri & Soedarsono, 2017; Wailulu et al., 2019).

On the other hand, millennial have a high compliance balance of work and personal affairs, and they tend to regulate or be given recognition over previous generations, all of which can cause conflicts if not managed. Global challenges are getting higher and require more intensive arrangements because it can cause work stress. The demands of tasks, superiors, roles, interpersonal relationships, organizational structure, leadership and life stages of the organization influence this. Millennials who have high dedication will see Work as a responsibility and important, so they need to spend more time (extra) time and energy with existing routines. Lack of flexibility in working time, lack of flexibility, comfort, and high work pressure causes work stress and the failure to achieve work life balance, so employees will tend to opt out of the organization looking for better (Mulyanti, 2021; Putro et al., 2020).

By looking at various sources of existing research results, researchers see that more specific research is needed. The difference and update of this study limiting respondents as a sample, namely the millennial generation. Given the many inconsistencies in previous studies, it is indicated that there is a lack of specificity in respondent criteria. In addition, researchers raised strategies to maintain millennials with a focus on leadership styles that focus on transformational leadership. Work life balance and career

development became the next focus by making work attachment an intervening variable to employee stay intentions. This is important because of the demographic bonus, millennials, leadership transition, and post-pandemic changes. The aims of this study is to analyze alternative ways to maintain millennials in companies in terms of transformational leadership, work life balance, and career development as millennials hope to bond and stay.

2. METHODS

This study uses quantitative research with a causal type explanatory research approach that seeks to test the influence between variables in a structural model of exogen variables on endogenous variables. The quantitative analysis starts from a research hypothesis with concepts in the form of clear variables, then makes calculations and systematic data processing before collecting data with existing standardization. Data is contained in the form of numbers from careful calculations with analysis using statistics or tables and then discussed their relationship with the initial hypothesis that was built. Sampling was carried out using the Cluster Sampling method from 281 employees so that the total sample in this study was 232 employees. The analysis used in this study is a structural analysis using a partial least square approach where the processing uses Smart PLS 3 software. The analysis begins with outer testing, namely the test of variable instruments and the description of variables and continues with testing the model's feasibility, and ends with hypothesis testing.

3. RESULTS AND DISCUSSIONS

Results

The results of this study were conducted to see how work attachment as an intervening variable can be a bridge between transformational leadership, work life balance, and career development on the intention to stay at pt otomotif cikarang. Before conducting a thorough test, researchers need to test the validity of the data. First, this data validity test is used to test the accuracy or suitability of the tool system to measure what is desired. The validity test is carried out by looking at the loading value of each indicator used to measure research variables. Validity is fulfilled when the loading factor value on the variable measuring indicator is greater than 0.7. The result is show in [Table 1](#).

Table 1. Outer Loading Test Data Validity

No.	Variables-Indicators	Transformational Leadership	Work Life Balance	Intention to Stay	Work Engagement	Status
1	X1.1	0.866				Valid
2	X1.2	0.910				Valid
3	X1.3	0.773				Valid
4	X1.4	0.907				Valid
5	X1.5	0.910				Valid
6	X1.6	0.927				Valid
7	X1.7	0.871				Valid
8	X1.8	0.930				Valid
9	X1.9	0.921				Valid
10	X1.10	0.806				Valid
11	X1.11	0.907				Valid
12	X2.1		0.840			Valid
13	X2.2		0.839			Valid
14	X2.3		0.915			Valid
15	X2.4		0.892			Valid
16	X2.5		0.925			Valid
17	X2.6		0.910			Valid
18	Y1.1			0.943		Valid
19	Y1.2			0.901		Valid
20	Y1.3			0.936		Valid
21	Y1.4			0.952		Valid
22	Y1.5			0.921		Valid
23	Z1.1				0.765	Valid
24	Z1.2				0.838	Valid
25	Z1.3				0.897	Valid

No.	Variables-Indicators	Transformational Leadership	Work Life Balance	Intention to Stay	Work Engagement	Status
26	Z1.4				0.900	Valid
27	Z1.5				0.931	Valid
28	Z1.6				0.848	Valid
29	Z1.7				0.834	Valid
30	Z1.8				0.867	Valid
31	Z1.9				0.872	Valid

Table 2. Deskriminan Validity Test Results

Determinant Validity	Intention to Stay	Transformational Leadership	Work Engagement	Work Life Balance	Status
Intention to Stay	0.931				Valid
Transformational Leadership	0.578	0.886			Valid
Work Engagement	0.600	0.561	0.863		Valid
Work Life Balance	0.511	0.489	0.697	0.888	Valid

Base on [Table 2](#), the validity of the discriminant is used to ensure that the questions in each latent variable are not confused by the respondent answering the questionnaire based on the questions on the other variables. The validity of deskriminan is satisfied if the AVE value of the extracted mean variant is higher than the correlation involving latent variables. By looking at the results of the deskriminan validity test where if the AVE value of the intention to stay variable is greater than that of other variables. The transformational leadership variable is greater than that of the variable others, the work life balance variable is greater than other variables. The work attachment variable is greater than other variables, so the data is declared Valid. R-square test results are show in [Table 3](#).

Table 3. R-Square Test Results

R-Square Test	R Square	Adjusted R Square
Intention to Stay	0.360	0.357
Work Engagement	0.555	0.549

Base on [Table 3](#) of its endogenous R-Squarelaten value, Intention to Stay value of 0.360, and Work Entanglement value of 0.555 or above 0.2 and between the range 0.33 – 0.67 then the model is considered feasible falls into its model category as a moderate type. The model can explain transformational leadership and work life balance affecting work attachment by 54.9% and work attachment affecting intention to stay by 35.7%. At the same time, the rest is influenced by other things not studied in this study. Model fit test results is show in [Table 4](#).

Table 4. Model Fit Test Results

Fit Model Test	Model Saturated	Estimation Model
SRMR	0.055	0.101
d_ULS	2.017	6.730
d_G	1.707	1.775
Chi-Square	2.026.841	2.098.594
NFI	0.824	0.817

If you look at [Table 4](#) of the SRMR (Standardized Root Mean Square Residual) value where the value < 0.10, then the model is considered suitable and if the NFI (Normal fit index) value is between 0 and 1, then the built model is better. The SRMR value is 0.055 < 0.10 and the NFI value is 0 > 0.824 < 1, then the constructed model is considered suitable. Path coefficient is show in [Table 5](#).

Base on [Table 5](#), the effect of transformational leadership on work attachment resulted in an original sample value of 0.224 (positive) with a statistical T value of 2.502 and a P-Value value of 0.013 or less than the α value (0.000<0.050). So it can be concluded that H₀ is rejected and H_a is accepted, meaning that the influence of transformational leadership on work attachment has a significant positive effect. The better the transformational leadership, the higher the employee work attachment, and vice versa.

Table 5. Path Coefficient Table

Path Influence	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STD EV)	P Values	Status
Transformational Leadership -> Work Engagement	0.224	0.239	0.089	2.502	0.013	Significant
Work engagement-> Intention to Stay	0.600	0.600	0.047	12.820	0.000	Significant
Work Life Balance ->Work engagement	0.536	0.534	0.067	7.986	0.000	Significant
Transformational Leadership -> Work engagement -> Intention to Stay	0.134	0.149	0.063	2.122	0.034	Significant
Work Life Balance -> Work engagement -> Intention to Stay	0.322	0.318	0.046	6.957	0.000	Significant

There is an effect of work life balance on work attachment resulting in an original sample of 0.536 (positive) with a t-statistical value of 7.896 and a p-value value of 0.000 or less than the α value ($0.000 < 0.050$). So it can be concluded that H_0 is rejected and H_a is accepted, meaning that the influence of work life balance on work attachment has a significant positive effect. The better the work-life balance, the more employee work attachment will increase, and vice versa. The effect of work attachment to intention to stay resulted in an original sample value of 0.600 (positive) with a statistical T value of 12.820 and a P-Value value of 0.000 or less than α ($0.000 < 0.050$). So it can be concluded that H_0 is rejected and H_1 is accepted, meaning that the influence of work attachment on the intention to stay has a significant positive effect. The higher the employee's work attachment value, the employee's intention to stay will increase.

There was an influence between transformational leadership on intention to stay indirectly, resulting in an original sample of 0.134 (positive) with a statistical T value of 2.122 and a P-Value of 0.034 or less than the α value ($0.000 < 0.050$). So it can be concluded that there is a positive and significant influence between transformational leadership on the intention to stay indirectly or through work attachment. There is an indirect Effect of work life balance on intention to stay, resulting in an original sample of 0.322 (positive) with a statistical T value of 6,957 and a P-Value of 0.000 or less than the α value ($0.000 < 0.050$). So it can be concluded that the significant positive effect between work life balance indirectly on intention to stay or through work attachment.

Discussion

Base on the result work demands, overtime, parental status, family size, supervisory support, and work autonomy simultaneously affect work life balance, but not partially, while family demands and overtime work affect work life balance. Millennials who have a balance in work and life will have an impact on improving good performance and productivity during work (Muliawati & Frianto, 2020; Muttaqiyathun & Nurmaya, 2021). The indicator of millennial generation job satisfaction is work life balance.

Several studies have shown that work-life Balance does not affect employee turnover or work attachment (Nafiudin, 2017; Rahmawati & Gunawan, 2019). Researchers see, based on the findings of previous research and existing theories, that if work life balance is achieved, work stress decreases, employees feel comfortable, the impact of employee attachment to the organization is high, the desire to leave becomes low, and the positive contribution to the organization will be high (Pratikna et al., 2021; Saptono et al., 2020). Research has found that Quality Work Life, especially Job Descriptions that have not yet opened, causes an increase in Turnover. A good Work Life Balance can increase work attachment and decrease employee turnover rates (Sismawati & Lataruva, 2020; Trisyanti et al., 2018). This work-life balance cannot be separated from leadership participation. Leaders, especially the transformational leadership style with all their considerations/views and powers, have a strategic position in creating them. This is in line with the finding that if leaders' behavior is improving, especially in communicating high expectations and intellectual stimulation to their employees, a good work life balance will be created, where that trait is shared by transformational leadership (De Meuse et al., 2010; Utami & Fajrianthi, 2017).

This research can make a significant contribution to the literature regarding the relationship between work attachment, transformational leadership, work-life balance, and intention to keep working in the millennial generation in the automotive industry. Research results can help fill knowledge gaps and

provide new insights into understanding the factors that influence millennial generations' intentions to remain employed. However, this study may have limitations in generalizing the results to a wider population. Because this research was conducted in the automotive industry and focused on millennials, the findings may not apply perfectly to other industries or different generations.

4. CONCLUSION

Transformational leadership has a significant positive effect on work attachment and indirectly through work attachment. Then work life balance has a significant positive effect on work attachment, and indirectly work attachment has a significant positive effect on intention to stay. Work attachment has a significant positive effect on the intention to stay. Companies also need to pay attention to the existing phenomenon because the low view of employees to stay in this company is a warning of to need to improve everything, all of them need to be found out so as not to be misdirected in making policies.

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