



The Impact of Organizational Justice, Employee Engagement, and Work Life Balance on Employee Turnover Intention Generation Y at PT XYZ

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Abstract. The aim of this academic research is to examine the impact of organizational justice, employee engagement, and work life balance on employee turnover intention among Generation Y at PT XYZ. The study focuses on Generation Y employees of PT XYZ, both male and female, aged between 25 and 42 years, with a tenure of more than 1 year. The research methodology adopted a non probability sampling method, particularly the purposive sampling technique, and distributed questionnaires to 150 participants, with the data were processed and analyzed utilizing SPSS Statistics V25. The findings of this research indicate that organizational justice and employee engagement have a significant negative impact on employee turnover intention, while work life balance has a significant positive impact on employee turnover intention among Generation Y. Furthermore, the findings suggest that organizational justice, employee engagement, and work life balance collectively influence employee turnover intention among Generation Y at PT XYZ.

Keywords: Organizational Justice, Employee Engagement, Work Life Balance, Turnover Intention

1. Introduction

Every individual working in the company is a human resource who plays roles as planners, executors, and drivers in determining the organization's performance and sustainability. The availability of competent, knowledgeable, skilled, and behaviorally supportive resources to aid in advancing the company's objectives is a top priority for the company (Pitaloka & Ardiyanti, 2024). Employee turnover is one of the primary managerial challenges in contemporary work environments. (Boss, 2018; Cho et al., 2017) which costs companies in the United States \$160 million annually (Bonnie, 2021). Subsequently, it may prove detrimental to organizations by way of direct costs incurred for the recruitment of personnel (Collins & Smith, 2006) and indirect costs from inconsistent work and ultimately voluntary employee departures (Cropanzano & Mitchell, 2005; Jane Glynn & Boushey, 2012). The analysis of turnover intention plays a crucial role for management in understanding the motivations behind decisions to leave a job. High turnover rates can significantly undermine organizational values and commitment (Lee & Shin, 2005). The majority of previous

studies on turnover have primarily examined Generation Y as the research sample (Nuridin & Rohaeni, 2020; Purba & Ananta, 2018; Refachlis et al., 2021) Generation Y refers to individuals born between 1982 and 1999 (Meier et al., 2010). Generation Y, also known as Millennials, represents a group that grew up during a period of rapid technological advancement. They have been accustomed to using technology from a young age and extensively utilize online social networks and professional platforms to interact, access information, and build connections. With broad access to information and the ability to connect virtually with people around the world, Millennials have become a generation that is highly informed and digitally connected. However, their unique characteristics also pose challenges for companies. Research in the United States indicates that high turnover rates among Generation Y can lead to significant economic burdens, estimated at \$30.5 billion annually. These costs include expenses related to recruiting, training, and retaining new employees, making it a critical concern for companies aiming to effectively manage and retain talent from this generation.(Adkins, 2019). Another study conducted by (Deloitte, 2019), revealed that approximately 66% of Generation Y employees plan to leave their current companies. Additionally, the same survey in 2018 predicted that by 2020, the turnover rate among employees at their respective companies would reach 71%.

Organizational justice can be a determining factor in the level of employee turnover. This statement is dependable with outcomes from various studies (Al Muala et al., 2022; Anggiani & Wiyana, 2021; Mulang, 2022; Pamungkas & Sulisty, 2020a) that suggest organizational justice has a significant effect on turnover intention. Organizational justice pertains to the interpreted fairness of workplace conditions, influencing whether employees feel they are treated equitably or inequitably (Kim et al., 2017). When employees experience injustice, if fairness is not effectively implemented, they are likely to seek new job opportunities (Cropanzano et al., 2007). Employees generally assess how the company treats them and whether this treatment aligns with their expectations. In addition to organizational justice, research by (Carnegie, 2018) 60% of generation Y workers in six major Indonesian cities said they would like to quit when they feel unsatisfied. This indicates that employee engagement is another factor that can influence turnover intentions. The finding is consistent with studies (Chrisdiana & Rahardjo, 2019; Kang & Sung, 2019; S & M M, 2021; Wijayanto et al., 2022) which reveal that employee engagement exhibits a negative and significant impact on turnover intention; an increase in employee engagement leads to a decrease in employee turnover. Employee engagement pertains to the emotional dedication of employees to the organization, making them care about their work and align their efforts with the organization's goals, rather than merely working for a salary or promotion (Aulia et al., 2015)

Referring to previous research (Chrisdiana & Rahardjo, 2019; Lestari & Margaretha, 2021) , it has been established that work life balance shows a positive and significant impact on employee turnover. Additionally, studies by (Nuridin & Rohaeni, 2020; Sismawati & Lataruva, 2020), indicate that work life balance shows a negative and significant effect on turnover intention. Maintaining work life balance is crucial for individuals' welfare. Work life balance pertains to how properly employees manage to achieve a state of reconciliation between the claims of their work and the

commitments of their individual lifestyle outside of the workplace (Nurendra & Saraswati, 2016).

Initial observations conducted through interviews with 20 employees at PT XYZ revealed a desire among some employees to leave their jobs. Common reasons cited include pursuing further education, a lack of career development opportunities, insufficient recognition and appreciation, as well as a heavy workload and high pressure. Additionally, employees expressed concerns about misalignment with the company's values and organizational culture, as well as external factors such as work life balance, lack of job flexibility, insufficient social support, and an uncomfortable work environment. PT XYZ management must address these issues to retain competent employees and lower turnover rates. From the discussion above, the researcher identifies an urgency in this study, prompting a deeper exploration of the phenomena observed. Therefore, the title and goals of this academic research are: "The Impact of Organizational Justice, Employee Engagement, and Work life balance on Employee Turnover Intention Generation Y at PT XYZ."

2. Literature Review

2.1 Organizational Justice

It indicates to an employee's understanding of the impartiality of the procedure they receive, including aspects such as attitudes, treatment, and compensation (Jufrizen & Kandhita, 2021). According (Judge & Colquitt, 2004) Organizational justice pertains to the general understanding of equity within an organizational or corporate environment. Organizational justice has three key indicators. Distributive justice refers to the concept that, in the workplace, not all employees are treated equitably, and there are disparities in the distribution of outcomes and rewards within the work environment. (Cropanzano & Mitchell, 2005). Procedural justice emphasizes the importance of fairness in the processes used to achieve outcomes, particularly focusing on the fairness of the methods and procedures involved in decision-making (Robbins & Timothy A, 2008). On the other hand, interactional justice pertains to how employees evaluate the fairness of the treatment they receive from supervisors and other authority figures within the organization. (Gibson et al., 2012).

2.2 Employee Engagement

Employee engagement pertains to the empathetic bond between employees and their employment responsibilities and workplace, defined by their dedication and passion to deliver their best performance to achieve success that benefits both the institution and the individual (Ashley et al., 2011). According to (Gallup, 2016) employee engagement is defined as a work relationship in which employees are genuinely committed to the company. Employee engagement has three key indicators: vigor, dedication, and absorption (Shmailan, 2016). Vigor refers to an employee's ability to be physically and mentally motivated to start and carry out tasks. Dedication describes the strong emotional connection between employees and their work, reflecting a sense of achievement and pride in their tasks. Absorption measures the level at which personnel can devote their attention to their job functions and

demonstrate a deep commitment to their responsibilities. Together, these three indicators reflect the level of employee involvement and dedication to their work.

2.3 Work Life Balance

Work life balance indicates to an individual competence to manage the demands of their job and social life effectively (Lockwood, 2003). Differing perspectives, work life balance is the capability of a person to fulfill commitments to both their job and relatives, as well as to other duties outside of work (Parkes & Langford, 2008). According to (Greenhaus et al., 2003), employee engagement has three key indicators. Time balance refers to how individuals allocate their time between work and non-work activities, such as family responsibilities. Involvement balance focuses on the intensity of dedication and emotional engagement that individuals have both within their workplace environment and in their personal affairs. Lastly, satisfaction balance highlights the degree of satisfaction employees experience from both their work and life outside of working hours, underscoring the importance of participating in activities that enhance overall well-being. These components collectively build to a comprehensive knowledge of work life balance (Mathis & Jackson, 2009).

2.4 Employee Turnover Intention

According (Mathis & Jackson, 2009) employee turnover pertains to the phenomenon of employees leaving a company, necessitating the hiring of new individuals to fill their positions. Turnover is defined as the act of employees permanently departing from the organization, whether their departure is voluntary or involuntary (Ghadi, 2017; Krug et al., 2021). Employee turnover intention there are three key indicators for measuring turnover (Mobley et al., 1979). Thinking of quitting reflects an individual's contemplation of whether to stay at their current workplace or leave. Intention to search indicates a person's desire to actively seek employment at other companies. The last, intention to quit, represents the desire or decision to leave the organization. These measurements provide perception into an employee's likelihood of leaving the company.

2.5 Generation Y

Generation Y is the generation born in 1982 – 1999 (Meier et al., 2010). Generation Y, also known as the Millennial generation, has been raised with technology and makes extensive use of online social and professional networks. They are highly informed and virtually connected. The work habits of Generation Y are positively influenced by flexibility, the ability to multitask, collaboration, and an optimistic perspective.

Hypothesis Development

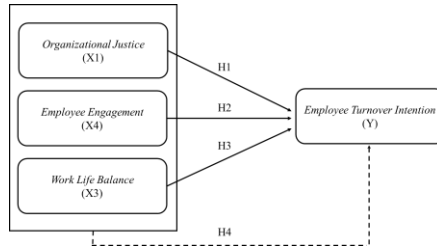


Fig.1. Research Framework

The proposed hypothesis is:

1. H1: Organizational justice (X1) has a significant positive effect on employee turnover intention (Y)
2. H2: Employee engagement (X2) has a significant positive effect on employee turnover intention (Y)
3. H3: Work life balance (X3) has a significant positive effect on employee turnover intention (Y)
4. H4: Organizational justice (X1), employee engagement (X2) and work life balance (X3) have a significant positive effect on employee turnover intention (Y)

3. Research Methods

This academic research employs a quantitative measurement with a descriptive method and uses purposive sampling for data collection. The research focuses on Generation Y employees working at PT XYZ. The sample has specific characteristics: 1) Generation Y individuals aged 25 to 42 years; 2) employees classified under the NPV and NDVC categories; and 3) employees who have been with PT XYZ for more than one year. This study utilizes a data collection approach involving a Google Forms-based questionnaire that employs a Likert scale with a 1 to 4 interval range. The survey was administered to a sample of 150 respondents. The analysis encompasses several key statistical tests, including validity testing, reliability testing, classical assumption testing, and multiple regression testing. The analysis was conducted using SPSS Version 25 software.

4. Result and Discussion

4.1 Validity Test

Validity testing in this research using a significance level of 5% with 150 respondents, and the degree of freedom is 148, resulting in a critical value (r_{table}) of 0.1603. Validity of the items is established if the Pearson correlation is above the r_{table} value. The results of the validity test show that the t values for all items in the research questionnaire are greater than the critical t value, indicating that the entire questionnaire is considered valid.

4.2 Reliability Test

A questionnaire is considered reliable if the variables it measures have a consistent Cronbach's alpha > 0.060 .

Table 1. Reliability Test Results

Variabel	Cronbach's Alpha	Results
Organizational Justice (X1)	0.812	Reliabel
Employee Engagement (X2)	0.809	
Work life balance (X3)	0.861	
Turnover Intention (X4)	0.879	

Source: Primary Data Processing, 2024

4.3 Classic Assumption Test

Normality Test

The results of the normality test showed that the data were normally distributed, as evidenced by the Asymp Significant value of 0.200.

Table 2. Normality Test Results

		Unstandardized Residual
N		150
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	2.47345455
Most Extreme Differences	Absolute	0.058
	Positive	0.052
	Negative	-0.058
Test Statistic		0.058
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Primary Data Processing, 2024

Multicollinearity Test

Regression models use multicollinearity testing to verify the absence of strong correlations within independent variables. The outcomes of the multicollinearity test, as presented in table 3, suggest the absence of any multicollinearity difficulties since the VIF is less than the 10 thresholds.

Table 3. Multicollinearity Test Results

		Coefficients ^a	
Model		Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
1	Organizational Justice (X1)	0.934	1.071
	Employee Engagement (X2)	0.814	1.229
	Work Life Balance (X3)	0.800	1.250

a. Dependent Variable: Turnover Intention (Y)

Source: Primary Data Processing, 2024

Heteroscedasticity Test

The provided table highlights the results generated by the Glejser test. The test values are larger than 0.05, indicating that no variables show heteroscedasticity.

Table 4. Glejser Test Result

Model	Sig	Results
Work Life Balance (X3)	0.890	No Heteroscedasticity
Employee Engagement (X2)	0.390	
Organizational Justice (X1)	0.116	

Source: Primary Data Processing, 2024

4.4 Multiple Regression Linear Analysis Test

The method of regression analysis allows researchers to understand and evaluate the relationship that exists between one or more explanatory variables and a response variable.

Table 5. T Test Result

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	13.335	1.890		7.054	0.000
	Organizational Justice (X1)	-0.216	0.051	-0.252	-4.238	0.000
	Employee Engagement (X2)	-0.167	0.059	-0.180	-2.828	0.005
	Work Life Balance (X3)	0.542	0.067	0.516	8.038	0.000

a. Dependent Variable: Turnover Intention (Y)

Source: Primary Data Processing, 2024

Based on the tabular data shown previously, the regression equation is as follows:

$$(Y) = 13.335 - 0.216X_1 - 0.167X_2 + 0.542X_3 + e \tag{1}$$

T Test

In this study, the sample size contained 150 respondents, using a 0.05 significance level, leading to a t_{table} value of 1.655. The data analysis presented in Table 5 reveals:

1. Organizational justice (X1) has a t statistic of -4.238, which surpasses the t table value of 1.655, and the significance value is 0.000, this represents a measure below the 0.05 threshold. The statistical tests concluded that variable X1 has a negative significant impact on employee turnover intention.
2. The findings demonstrate that the t statistic for the Employee engagement (X2) variable amounts to -2.828, a value that is greater than the t table threshold of 1.655, with a significance value of 0.005, suggesting that variable X2 exerts a significant negative effect on employee turnover intention.
3. The t statistic for work-life balance (X3) is measured at 8.038, which exceeds the t-table value of 1.655, and the significance value is 0.000, signaling that variable X3 exerts a considerable positive influence on employee turnover intention.

Simultaneous Significance Test (F)

The decision-making method utilizing the F test indicates that independent variables are considered to have an effect on the dependent variable when the significance value is below 0.05.

Table 6. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	982.215	3	327.405	52.438	.000 ^b
	Residual	911.579	146	6.244		
	Total	1893.793	149			

a. Dependent Variable: Turnover Intention (Y)

b. Predictors: (Constant), Work Life Balance (X3), Organizational Justice (X1), Employee Engagement (X2)

Source: Primary Data Processing, 2024

According to the test results, the significance level was measured at 0.000, which represents below 0.005, with an F value of 52.438, is larger than the F table value is 2.67. As a result, it is concluded that H4 is valid. This indicates that organizational justice (X1), employee engagement (X2), and work life balance (X3) have a simultaneous and significant effect on the variable employee turnover intention (Y).

Coefficient of Determination (R²)

According to the test outcomes, the Adjusted R square value 0.509. The data indicates that the combined influence of organizational justice (X1), employee engagement (X2), and work-life balance (X3) is responsible for 50.9% of the total dispersion in employee turnover intention, while the unexplored 49.1% is influenced by additional factors outside the scope of this study.

Table 7. R² Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 ^a	0.519	0.509	2.49874

a. Predictors: (Constant), Work Life Balance (X3), Organizational Justice (X1), Employee Engagement (X2)

b. Dependent Variable: Turnover Intention (Y)

Source: Primary Data Processing, 2024.

Effect Organizational Justice on Employee Turnover Intention

According to the impact analysis conducted, t statistic for organizational justice (X1) is -4.238, the calculated t-statistic is less than the t-table value of 1.655, and the significance value is 0.000, this represents a measure below the 0.05 threshold. This pattern indicates that the null hypothesis (H0) should be retained, and the alternative hypothesis (Ha) should be rejected. It can be stated that organizational justice has a

significant negative impact on the employee turnover intention of Generation Y. In this context, the lower the perceived organizational justice among Generation Y employees at PT XYZ, the higher their intention to leave the corporation.

The result obtained from the present investigation align with the research literature contributed by (Pamungkas & Sulisty, 2020), which found that organizational justice significantly negatively effects employee turnover intention. The research suggests that Generation Y employees at PT XYZ are highly sensitive to issues of organizational justice, which, in turn, has a significant effect on their propensity to leave the company. Essentially, when employees do not perceive fairness in the workplace, they are likely to feel dissatisfied and lose motivation, which ultimately increases their intention to leave the company. Generation Y employees who feel they are treated unfairly or perceive inconsistencies in managerial policies and practices may experience decreased job satisfaction and commitment, making them more likely to seek opportunities elsewhere that are perceived as more equitable and beneficial for their career development.

Effect Employee Engagement on Employee Turnover Intention

According to the impact analysis conducted, it was found that the t value for employee engagement (X2) is -2.828, which is higher than the t-table value of 1.655, the significance value is 0.000, this represents a measure below the 0.05 threshold. This indicates (H0) is accepted and (Ha) is rejected. In this context, lower employee engagement increases employee turnover intention.

This finding aligns with earlier studies (Wijayanto et al., 2022; Chrisdiana & Rahardjo, 2019) that state employee engagement plays a pivotal role in minimizing employee turnover intention among Generation Y. Sandhya & M M, (2021) also noted that employee engagement significantly contributes to employee turnover intention, suggesting that decreased levels of employee engagement are associated with increased turnover intention.

Employees who feel emotionally engaged with the organization demonstrate dedication and enthusiasm for their work. This engagement positively impacts the reduction of turnover among Generation Y employees. Enthusiasm in the workplace arises when employees feel connected to their jobs; when they are enthusiastic and energized, their desire to leave the organization diminishes (Daderman & Basinska, 2016).

Effect Work Life Balance on Employee Turnover Intention

According to the impact analysis conducted, it was found that the t value for work life balance (X3) is 8.038, which is larger than the t-table value of 1.655, the significance value is 0.000, this represents a measure below the 0.05 threshold. This indicates that the (H0) is disproven and the (Ha) is accepted, suggesting the work life balance has a substantial positive impact on employee turnover intention. This means that the increased the perceived work life balance among employees, the greater the employee turnover intention of Generation Y at PT XYZ.

This finding aligns with earlier studies (Chrisdiana & Rahardjo, 2019; Mulang, 2022), which stated that work life balance significantly and positively effects

employee turnover intention. They explain that when employees do not perceive an adequate work life balance, it can lead to decreased performance, increased absenteeism, higher turnover rates, negative attitudes, and various other issues.

Organizational Justice (X1), Employee Engagement and Work Life Balance on Employee Turnover Intention

According to the impact analysis conducted, it was found that organizational justice, employee engagement, and work life balance have a positive significant impact on employee turnover intention. The F-test results indicate that the calculated F-value (52.438) is greater than the table F-value (2.67), the significance value is 0.000, this represents a measure below the 0.05 threshold, indicating that H4 is accepted. This means that organizational justice (X1), employee engagement (X2), and work life balance (X3) simultaneously have a significant implication on employee turnover intention among Generation Y at PT XYZ.

The Adjusted R Square percentage for organizational justice (X1), employee engagement (X2), and work life balance (X3) is 50.9% regarding employee turnover intention. Meanwhile, the outstanding 49.1% appears to be influenced by other variables not targeted in this research, although these findings are concordant with previous research conducted by (Chrisdiana & Rahardjo, 2019; Mulang, 2022; Pamungkas & Sulisty, 2020), which state that organizational justice, employee engagement, and work life balance have significant impacts on employee turnover intention

5. Conclusions and Suggestions

5.1 Conclusion

This academic research demonstrates that perceptions of organizational justice and the state of employee engagement are significant predictors that greatly impact the turnover intention exhibited by the Generation Y at PT XYZ. These findings indicate that if organizational justice and employee engagement increase, they will have an effect on decreasing the employee turnover intention of Generation Y at PT XYZ and serve as a guide for PT XYZ to reduce the potential for turnover in Generation Y. Furthermore, the findings and results of this research also found that work life balance has a positive and significant on employee turnover intention in Generation Y of PT XYZ. Given the positive sign of the coefficient, these findings suggest that the higher the perception of work life balance, the more it will affect the increase in employee turnover intention.

The F-test results conclude that organizational justice (X1), employee engagement (X2), and work life balance (X3) collectively significantly impact the intention of employee turnover in Generation Y at PT XYZ. This indicates that to reduce employee turnover intention, PT XYZ needs to pay attention not only to one factor but also to the overall condition of the work environment, which includes organizational justice, employee engagement, work life balance. By strengthening these aspects together, the organization can increase employee satisfaction and engagement, as well as reduce the level of turnover in Generation Y, which has the potential to harm the stability and productivity of the organization.

5.2 Suggestions

1. To reduce employee turnover, PT XYZ must ensure fairness in policies, transparency in decision-making, and fair treatment of employees. Enhance employee engagement through effective communication, career development, a positive work environment, recognition, and clear career planning to reduce turnover intentions. Support work life balance with work flexibility, reasonable workloads, and respect for personal boundaries to reduce the occurrence of employee turnover intentions among employees.
2. Future research can expand the sample coverage, not only focusing on Generation Y but also including Generation Z. This is important given that Generation Z is already entering the working age in Indonesia. By expanding the sample to Generation Z, the research will offer a more holistic knowledge of the components that influence turnover intention in these two generations of workers. This will be very beneficial for organizations in managing the challenges related to employee retention across different generations.
3. Subsequent research could expand the scope of investigation by examining how other potential predictor variables, including job satisfaction, burnout, work stress, and organizational citizenship behavior, or other relevant factors, may impact employee turnover intention.

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