

Turnover Intention Analysis Reviewed from Happiness, Well-Being, and Work-Life Balance with Organizational Commitment as an Intervening Variable for Generation Y (Millennial) Employees at XYZ Company

Agus Suprianto^{1*}, Oetami Prasadjaningsih²

Asian Banking, Finance, and Informatics Institute, Perbanas

Corresponding Author: Agus Suprianto agusriant94@gmail.com

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ABSTRACT

This study examines the impact of organizational commitment as an intervening variable on turnover intention in relation to happiness, well-being, and work-life balance for employees. Generation Y (millennial) at Company XYZ. The data collection technique is through distributing questionnaires using the Saturated Sampling method. Data analysis uses the Structural Equation Modeling (SEM) method based on the Smart Partial Least Square (SmartPLS) application. The research results show that the variables Happiness, Well-Being, Work Life Balance, and Organizational Commitment. Shows a negative and significant influence on the Turnover Intention of Generation Y Employees at XYZ Company.

INTRODUCTION

fiercely competitive business environment, characterized by swift changes driven by a multitude of uncontrollable outside forces. This era is known as VUCA, which is then described as Volatility, Uncertainty, Complexity and Ambiguity. This requires every organization to be able to formulate the best strategy in anticipating changes that occur quickly. In realizing this, an organization must have a solid foundation to be able to continue to be adaptive and competitive. Human resources are one of the keys to achieving this success. (Labola, 2019) stated that Human resources are the main asset of an organization to gain competitive advantage in the era of globalization. So that organizations should be able to see this as a strategy in increasing organizational value. Human resources are the soul of an organization that has a role in forming a performance ecosystem and achieving organizational success.

Currently, the Company has Human Resources with a diverse age range. This diversity is grouped into several generations based on the year of birth and also the historical background that accompanies it. This can be used as a grouping based on each other's characteristics. (Andrea et al., 2016) stated that there are several generations, starting from the Veteran Generation born before 1946, the Baby Boom Generation born in 1946 - 1960, the X Generation born in 1960 - 1980, the Y Generation (millennials) born in 1980 - 1995, the Z Generation born in 1995 - 2010, and the Alpha Generation born in 2010+. According to survey data from the Central Statistics Agency in 2023, the number of Indonesian workers will reach 147.7 million people. The Y generation, or millennial age group, with 50.7 million individuals or 34% of the population, makes up the majority.

According to the Deloitte journal (Deloitte Indonesia Perspective, 2019) Millennials or Y generation are described with several main characteristics, namely: Having high intensity in using technology, so that in interacting and working they prioritize a global perspective. Having a desire to be free from regulations and standardization in the workplace. Believing that life and work must have meaning, so that growth and career are important in work. additionally, in order to make it simple to attempt new things, avoid attachments to your work. Some of these characters have positive and negative sides. Organizations must be able to utilize Human Resources as one of the strategies in facing the more competitive VUCA era. An increasing amount of work will be assigned to each person in the organization, resulting in an enhanced level of productivity and performance in this period. As a result of increased performance and productivity, employees can experience stress and pressure, so that it can interfere with happiness and work-life balance. High levels of work stress can result in fatigue, decreased quality of performance, and even the worst impact on an organization is the emergence of employee desire to move to another workplace or turnover intention. Where this is one of the things that is in accordance with the characteristics of Millennials or Y generation, namely being reluctant to be tied down.

Several empirical investigations reveal a link between happiness and turnover intention, supporting the theoretically described relationship. Research from (Weerarathna et al., 2022) shows research results that employee happiness has a negative and significant effect on their desire to leave. In addition, research from (Al-Ali, et al., 2019) stated that job happiness plays a full mediation role between job satisfaction and employee turnover intention. Then some empirical studies related to the relationship between well-being and turnover intention, based on research conducted by (Watoni & Suyono, 2020) indicates that the intention to leave and welfare have a negative and significant link. Meanwhile, research from (Fahrisma & Hadiyanti, 2019) shows a positive and significant influence between employee welfare variables and turnover intention. From the results of the search for different research studies, here it can be seen that there is a Research Gap demonstrates the favorable relationship between welfare and intention to turnover. Then several empirical studies related to the relationship between work life balance and turnover intention, show a negative and significant relationship. Based on research conducted by (Laksono, W.F. Bernardus., & Wardoyo, 2019) and (Hafid, 2017)

The object or this study's unit of analysis is PT. XYZ. As one of the largest distributors of heavy equipment in Indonesia. Throughout Indonesia, people have utilized thousands of units PT. XYZ strives to continue to improve the quality of equipment sales and aftersales. The increasing trust and market interest in PT. XYZ products is directly proportional to the company's efforts to increase the number and quality of human resources it has. However, on the other hand, along with the increase in the number of human resources that must be met, in fact, quite a large number of human resources have decided to leave the company for various reasons.

Based on the explanation of the facts and problems that have been discussed, the author would like to do out research within the heading of Turnover Intention analysis in terms of Happiness, Well-being, and Work-Life Balance with Organizational Commitment as an Intervening Variable for Generation Y (Millennial) Employees at XYZ Company.

LITERATURE REVIEW

Happiness

(Fisher, 2010) explains Happiness at work as a form of pleasure towards the work done, including the characteristics of the work, and the organization as a whole. Happiness at work can also be concluded as a positive feeling possessed by individuals or groups in carrying out their work activities and activities. Happiness at work should be able to be managed and utilized by organizations or companies to improve organizational capabilities in terms of human capital. According to (Pryce-Jones, 2010) Happiness at work is an individual's way of thinking to develop themselves and give their best abilities at work by overcoming negative emotions when facing problems. Work happiness consists of two main factors, interior elements that originate from within the environmental influences that emanate from both internal and external sources.

Well-Being

Ben-Shahar, 2011) Defining well-being at work as an expectation to get comfort and suitability when doing work. Well-being in the company can be achieved in several ways, including by doing what is done, and doing the job well and enjoying all forms of the process. According to (Zulkarnain & Annisa, 2014) If the organization is able to improve the welfare of its employees, then the employees will automatically place themselves as well as possible towards the responsibilities of the work being carried out. So that it will produce more creative and innovative work output that can provide benefits to the company, through increased productivity and company performance. Employee welfare program according to (T. Hani Handoko, 2004) includes: first is payment of wages for non-working time (time off benefits). Some time-off benefits for employees: Rest on the job or rest while working. The provision of welfare should have benefits that can accommodate the interests of employees and the company, so that it can be a motivation in achieving goals. According to (Hasibuan, 2006) The welfare program at least has general objectives, namely: Increasing employee loyalty and commitment to the company. Providing a sense of calm and fulfillment of employee and family needs. Motivating passion for work, discipline, and employee work productivity. Reducing employee absenteeism and turnover rates. Creating a good and comfortable environment and atmosphere in working. Helping smooth work in achieving goals. Improving the quality of work and health for employees. Making employee organization more effective. Reducing the potential for incidents that can cause losses. Increasing the social status of employees and their families. (Hasibuan, 2006) stated that there are three indicators that can be used as a measure of welfare, namely the first is economic welfare. Among them are: pension, bonus, holiday allowance, uniform, and death condolence money. The second is welfare in the form of facilities. Among them are: places of worship, rest areas, leave, permits. And the third is service welfare. Among them are: health insurance, compensation for housing for out-of-town placement.

Work Life Balance

Delecta (2011) states that a person's capacity to accomplish their work obligations is a key component of work-life balance with a commitment to their family. According to (Hafid, 2017) Work-life balance can be interpreted as the ability to balance the rights and obligations that must be fulfilled in the workplace with personal needs outside of work activities and responsibilities that are not related to work. In line with research conducted by (Priansa, 2019) which states that if HR management can manage the work-life balance program well, it will have a positive impact and benefits for both employees and the company.

So that work life balance can grow and become a positive culture for the organization, (Singh & Khanna, 2011) in his book formulates a strategy so that Work Life Balance can grow and develop in the organization. at least there are eight points put forward. First, flexibility of working hours that must be arranged and arranged flexibly and can be communicated to all employees. Second, part-time work, focusing on arranging or dividing more part-time

working hours and fewer hours or shifts for all employees. Third is reasonable working hours, by reducing excessive overtime working hours. Fourth. Flexible work arrangement that is arranged to accommodate the capacity and personal conditions of each employee. Fifth is related to leave quota. Leave which is a right for employees should be given, but the person concerned must also provide information or delegation to the related team so that the work process is not disrupted. Sixth is related to job mobility for employees in arranging work and adjusting activities outside of work. Seventh is related to security and welfare for all employees in the workplace. The eighth is concerned with communication / telephone availability for employees in urgent situations.

Perception and understanding of work life balance can be formed based on the underlying factors. According to (Poulose & N, 2014) There are at least four factors that can affect work life balance. First, there are individual factors that relate to personality, well-being, and emotional intelligence. Next, there are factors related to the organization. Including flexibility in work arrangements, work-life balance regulations and programs, support systems from the environment, work stress management, technology and other factors related to the position in the job. The third factor is related to social. Support from family and social environment, responsibility for child and family care. The last or fourth factor is related to other factors such as age, gender, and type of work performed.

Organization Commitment

As stated by (Pawestri & Pradhanawati, 2018) Organizational commitment is a psychological bond between employees and their organization, shown by a sense of trust and sincerity towards the goals and values of the organization, a desire to achieve organizational goals with demonstrated performance, and a strong desire to continue to be associated with the organization. Then According to (Son, 2021) Organizational commitment is an active relationship that is established between employees and the organization or company, through the process of integrating values, rules and organizational goals. Meanwhile, according to the view of (Alwi, 2001) A worker's attitude toward sticking with the organization by working toward achieving its mission, values, and objectives is known as organizational commitment. One of the metrics by which employee performance is gauged is organizational commitment.

According to (Wahyudi & Salam, 2020) There are at least four main elements that can foster organizational commitment from each employee, namely: 1) Responsibility. The belief that arises that the position held is a task that must be completed. Trying to do everything according to standards, not seeking justification for mistakes made, working with high dedication to get results that are in accordance with the abilities possessed. 2) Consequence. An attitude of acceptance of all forms of risk that accompany a job caused by mistakes. Job risks can be minimized with better self-preparation. As a professional, an employee must feel responsible in facing and resolving all forms of existing job risks. 3) Honest. As a professional, employees must be able

to carry out all forms of work activities according to the portion that has been given. Do not add or reduce anything related to the regulations. 4) Consistent. It is a systematic, orderly work attitude that does not exceed limits. Employees must be able to position work activities according to the authority and orders that have been set. Consistency aims for work activities to run as they should.

Turnover Intention

Intention to switch or the wish to move can be briefly interpreted as the desire of employees to leave their current job or company. Turnover intention according to (S. Robbins, 2013) is the level of employee preference who is thinking of leaving their current company voluntarily or involuntarily for various reasons such as the current job being less interesting or the existence of other better job alternatives. Then the explanation according to (Branham, 2004) Turnover intention is the degree to which employees tend to look for new jobs elsewhere or plan to leave the company in the near future or a relatively long time. According to (Zeffane & Bani Melhem, 2017) Turnover intention is an accumulation that is formed when an individual feels that his/her job does not match his/her ambitions and expectations.

There are several indicators that can be used to find out what causes an employee to want to leave the company and move to another workplace, namely; The first indicator is when the employee is thinking about leaving or *Thinking of Quitting*, a condition where an employee is considering leaving or staying in the company. This happens because the employee is not satisfied with his job or the company where he works. The second is the desire to find a job, also known as the intention to search for alternatives; when employees continue to consider leaving, they look to see if there are employment opportunities in other workplaces that would be better than the current one. The final indicator is the intention to depart, also known as the intention to quit, which refers to employees who have already decided to go. In this situation, employees make the final decision whether to leave the current company and move to another location or stay in the current company.

Framework

The theoretical approach employed in this study is based on a literature analysis and previous research, specifically employing the variables Happiness (X1), Well-Being (X2), Work-Life Balance (X3), Organization Commitment (Y1), and Turnover Intention (Y2).

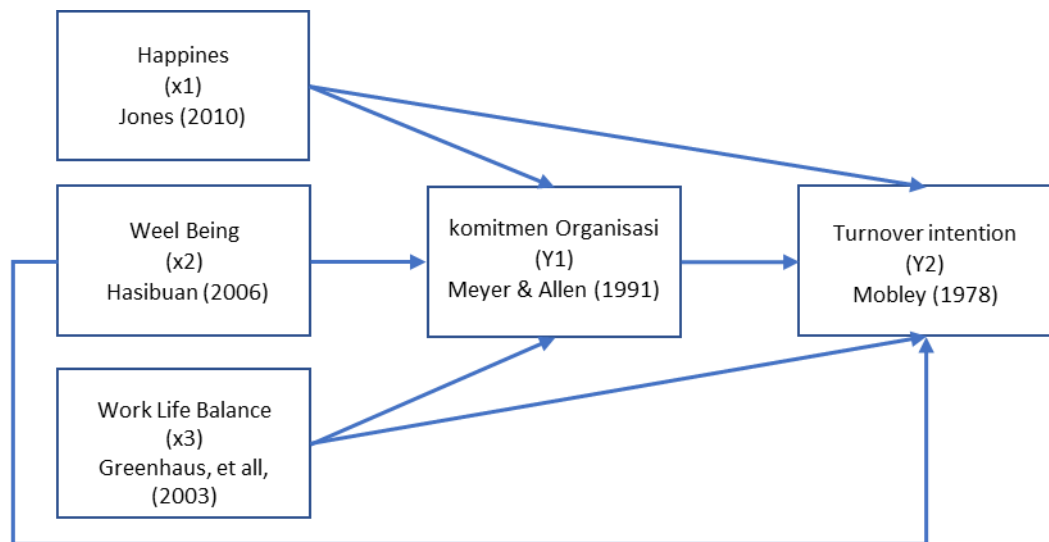


Figure 1 Framework

Source: *Development in Research*

Hypothesis

1. The Influence of Happiness on Organizational Commitment

Research conducted (Dehaghi, 2012) there is a positive and significant relationship between organizational commitment, on the one hand, and happiness and the two dimensions of feelings of happiness and efficiency, on the other hand.

H1: Happiness has a noteworthy and favorable impact on organizational commitment.

2. The Influence of Well-Being / Well-being on Organizational Commitment

Research conducted by (Dafit Puri Prasetyo et al., 2018) Analysis of psychological well-being can be described as having a significant influence on organizational commitment to employees, meaning that the higher the psychological well-being, the higher the organizational commitment to employees, and vice versa. And research conducted by (Permana, 2020) shows a significant and positive influence of well-being behavior on organizational commitment.

H2: Welfare has a strong and favorable impact on organizational commitment.

3. The Influence of Work Life Balance on Organizational Commitment

According to research by (Permana, 2020) Work-life balance significantly affects job satisfaction, according to the study's findings, but it has no discernible impact on organizational commitment or work motivation.

H3: On organizational commitment, work-life balance has a small but favorable impact.

4. The Influence of Happiness on Turnover Intention

Research conducted by (Weerarathna et al., 2022) states that there is a significant influence between employee happiness and employee desire to move. The more employees feel happy in their workplace, the smaller the desire to move.

H4: Happiness has a negative and significant effect on turnover intentions

5. The Influence of Well-Being / Welfare on Turnover Intention

Research conducted by (Watoni & Suyono, 2020) based on the examination's findings, which indicate a negative and significant direction between work welfare and employee desire to leave the organization. These results indicate that high work welfare means that turnover intention in the organization is lower, and vice versa.

H5: Welfare has a negative and significant effect on the desire to move

6. The Influence of Work Life Balance on Turnover Intention

Research conducted by (Laksono, W.F. Bernardus., & Wardoyo, 2019) Work-Life Balance significantly lowers the Turnover Intention variable. Time with family, time for rest, eating, and worship are in accordance with employee needs can reduce employee turnover / turnover intentions.

H6: Work-life balance has a detrimental and substantial impact on turnover intentions

7. The Influence of Organizational Commitment on Turnover Intention

Research conducted (Monica & Putra, 2017) Since organizational commitment has a negative impact on turnover intention, it may be concluded that each employee who exhibits high organizational commitment will have lower turnover intention.

H7: The propensity for turnover is significantly and negatively impacted by organizational commitment.

METHODOLOGY

In this study, a descriptive and associative explanation level method was used with a quantitative approach. Research investigating instrument validity is assessed in this study using validity and reliability tests. Survey techniques are used to collect data. Namely by distributing questionnaires to respondents. Furthermore, the data obtained will be analyzed using the Structural Equation Modeling (SEM) method. based on the Smart Partial Least Square (SmartPLS) program. The population used as the subject of this study is all Generation Y (Millennial) employees with staff and SPV levels at the Head Office of XYZ Company. Meanwhile, the researcher decided to determine a sample of all Generation Y (Millennial) employees with staff and SPV levels at the Head Office of XYZ Company using the nonprobability sampling method. The data sources used as the basis for this research study are divided into two data sources. The first is the primary data source obtained from the results of distributing questionnaires to respondents or samples from the population being studied. The second type of data source is a secondary data source, which is a source of research data derived from various collections of previously existing data information that researchers strive to collect in order to complete the study's data demands. Secondary data for this study were acquired from books, journals, previous research, and other sources.

RESEARCH RESULT

1. *Outer Model Evaluation* *Convergent Validity Test*

Table 1 Outer Loadings

Latent	Construct	Loading Factor	Criteria (Loading Factor > 0.7)
<i>Happiness(X1)</i>	X1.1	0.871	Valid
	X1.2	0.903	Valid
	X1.3	0.866	Valid
	X1.4	0.853	Valid
	X1.5	0.927	Valid
	X1.6	0.818	Valid
	X1.7	0.882	Valid
<i>Well Being(X2)</i>	X2.1	0.782	Valid
	X2.2	0.764	Valid
	X2.3	0.869	Valid
	X2.4	0.788	Valid
	X2.5	0.818	Valid
	X2.6	0.715	Valid
	X2.7	0.843	Valid
<i>Work Life Balance(X3)</i>	X2.8	0.864	Valid
	X3.1	0.933	Valid
	X3.2	0.935	Valid
	X3.3	0.917	Valid
	X3.4	0.921	Valid
	X3.5	0.946	Valid
	X3.6	0.934	Valid
<i>Organizational Commitment(Y1)</i>	X3.7	0.907	Valid
	Y1.1	0.837	Valid
	Y1.2	0.855	Valid
	Y1.3	0.885	Valid
	Y1.4	0.839	Valid
	Y1.5	0.880	Valid
	Y1.6	0.870	Valid
	Y1.7	0.860	Valid
	Y1.8	0.877	Valid
Y1.9	0.867	Valid	
<i>Turnover Intention(Y2)</i>	Y2.1	0.845	Valid
	Y2.2	0.816	Valid
	Y2.3	0.897	Valid
	Y2.4	0.806	Valid
	Y2.5	0.885	Valid
	Y2.6	0.836	Valid
	Y2.7	0.823	Valid
	Y2.8	0.834	Valid

Source: Data Processing (2024)

Based on the convergent validity test findings shown in the table above, the outer loadings value for each variable indicator is more than 0.7. As a result, all variables' indications are considered legitimate.

Table 2 Average Variance Extracted Value

Latent	Average Variance EXtracted (AVE)	Kriteria (AVE \geq 0.5)
<i>Happiness (X₁)</i>	0,766	Valid
<i>Well-Being (X₂)</i>	0,651	Valid
<i>Work Life Balance (X₃)</i>	0,861	Valid
<i>Commitment Organisasi (Y₁)</i>	0,746	Valid
<i>Turnover Intention (Y₂)</i>	0,711	Valid

Source: Data Processing (2024)

Based on the data table shown above. A useful tool for evaluating convergent validity is the average variance extracted (AVE) value. These statistics show that all latent indicators have an AVE larger than 0.5, allowing all constructs to be considered valid. Based on the AVE score, this suggests that the latent construct's indicators have strong convergent validity.

Validity Discriminant

Table 3 Cross Loading Discriminant Validity Test Values

	X1	X2	X3	Y1	Y2
X1.1	0.871	0.060	0.270	0.284	-0.398
X1.2	0.903	0.130	0.345	0.266	-0.401
X1.3	0.866	0.084	0.253	0.313	-0.465
X1.4	0.853	0.051	0.296	0.232	-0.355
X1.5	0.927	0.076	0.297	0.331	-0.436
X1.6	0.818	0.173	0.334	0.341	-0.434
X1.7	0.882	0.232	0.398	0.309	-0.457
X2.1	0.146	0.782	0.246	0.343	-0.367
X2.2	0.052	0.764	0.201	0.181	-0.333
X2.3	0.137	0.869	0.210	0.421	-0.505
X2.4	0.159	0.788	0.187	0.163	-0.413
X2.5	0.079	0.818	0.197	0.310	-0.422
X2.6	0.050	0.715	0.214	0.281	-0.278
X2.7	0.104	0.843	0.221	0.321	-0.438
X2.8	0.122	0.864	0.171	0.263	-0.448
X3.1	0.300	0.273	0.933	-0.148	-0.298
X3.2	0.341	0.216	0.935	-0.092	-0.288
X3.3	0.403	0.232	0.917	-0.009	-0.343
X3.4	0.320	0.289	0.921	-0.074	-0.316
X3.5	0.334	0.262	0.946	-0.053	-0.278
X3.6	0.273	0.245	0.934	-0.132	-0.245
X3.7	0.350	0.129	0.907	-0.146	-0.278

	X1	X2	X3	Y1	Y2
Y1.1	0.294	0.284	-0.087	0.837	-0.397
Y1.2	0.306	0.386	-0.076	0.855	-0.474
Y1.3	0.262	0.267	-0.088	0.885	-0.431
Y1.4	0.262	0.294	-0.162	0.839	-0.439
Y1.5	0.234	0.329	-0.023	0.880	-0.470
Y1.6	0.271	0.279	-0.074	0.870	-0.470
Y1.7	0.382	0.272	-0.115	0.860	-0.527
Y1.8	0.277	0.196	-0.113	0.877	-0.435
Y1.9	0.338	0.466	-0.046	0.867	-0.616
Y2.1	-0.402	-0.333	-0.343	-0.378	0.845
Y2.2	-0.315	-0.327	-0.201	-0.422	0.816
Y2.3	-0.487	-0.429	-0.336	-0.454	0.897
Y2.4	-0.277	-0.430	-0.224	-0.339	0.806
Y2.5	-0.419	-0.426	-0.190	-0.515	0.885
Y2.6	-0.393	-0.491	-0.284	-0.524	0.836
Y2.7	-0.474	-0.486	-0.318	-0.520	0.823
Y2.8	-0.448	-0.448	-0.224	-0.545	0.834

Source: Data Processing (2024)

As can be seen from the data table above, each indication has a stronger correlation with its respective construct than with any other construct. As a result, the discriminant validity cross loading test score indicates that this study model has strong discriminant validity.

Reliability Test

Table 4 Cronbach's Alpha and Composite Reliability Values

Latent	Cronbach's Alpha	Composite Reliability
Happiness(X1)	0.949	0.958
Well Being(X2)	0.923	0.937
Work Life Balance(X3)	0.973	0.977
Organizational Commitment(Y1)	0.957	0.963
Turnover Intention(Y2)	0.942	0.952

Source: Data Processing (2024)

All latent constructs have composite reliability values and Cronbach's alpha of greater than 0.7, as can be seen from the data table above, indicating a high degree of reliability for the latent constructs.

2. Structural Model Testing (Inner Model)

R Square (R^2)

Table 5 R Square

Influence	R Square	Strong Relationship
X1, X2, X3 -> Y1	0.322	Weak
X1, X2, X3, Y1 -> Y2	0.539	Moderate

Source: Data Processing (2024)

Chin in Ghozali (2016) states that a R Square value of 0.67 suggests a robust model, 0.19 denotes a weak model, and 0.33 denotes a moderate model.

From the table data previously it can be seen that the R-Square for the variable *Organizational Commitment* (Y1) as big as 0.322 which shows *Happiness* (X1), *Well-Being* (X2), and *Work Life Balance* (X3) giving a contribution of influence of 0.322 or 32.2% to *Organizational Commitment* (Y1) with a weak category. The remaining 67.8% are other unobserved influencing factors.

R-Square variable *Turnover Intention* (Y2) as big as 0.539 which shows that *Happiness* (X1), *Well Being* (X2), *Work Life Balance* (X3), and *Organizational Commitment* (Y1) giving a contribution of influence of 0.539 or 53.9% to *Turnover Intention* (Y2) so it can be categorized as moderate. While the remaining 46.1% are other unobserved influencing factors.

F Square

Table 6 F Square

Influence	Effect Size	Rating
<i>Happiness</i> (X1)--> <i>Organizational Commitment</i> (Y1)	0.220	Intermediate
<i>Well Being</i> (X2)--> <i>Organizational Commitment</i> (Y1)	0.218	Intermediate
<i>Work Life Balance</i> (X3)--> <i>Organizational Commitment</i> (Y1)	0.150	Intermediate
<i>Happiness</i> (X1)--> <i>Turnover Intention</i> (Y2)	0.091	Small
<i>Well Being</i> (X2)--> <i>Turnover Intention</i> (Y2)	0.130	Small
<i>Work Life Balance</i> (X3)--> <i>Turnover Intention</i> (Y2)	0.061	Small
<i>Organizational Commitment</i> (Y1)--> <i>Turnover Intention</i> (Y2)	0.225	Intermediate

Source: Data Processing (2024)

According to Ghozali and Latan (2016) F Square has a value of 0.02 describes a small rating, a value of 0.15 describes a medium rating and a value of 0.35 describes a large rating. From the table data on can be seen there is the influence of latent variable predictors at the structural level. Variables *Happiness* (X1), *Well-Being* (X2), and *Work Life Balance* (X3) has a medium category influence in influencing *Organizational Commitment* (Y1), while in influencing *Turnover Intention* (Y2) have a relatively small influence. And for the *Organizational Commitment* variable (Y1) has a moderate influence in influencing *Turnover Intention* (Y2).

Q-square Predictive Relevance

Table 7 Q² Predictive Relevance

Variables	R Square	1-R Square
Organizational Commitment(Y1)	0.322	0.678
Turnover Intention(Y2)	0.539	0.461
Q ² =	Q ² = 1-(1-R1 ²)(1-R2 ²) = 0.687	

Source: Data Processing (2024)

From the data value the table above, the value Q² (*Q-square predictive relevance*) which is obtained as much as 0.687. Since the value is greater than 0, this means that the model has an adequate level of predictive relevance.

3. Hypothesis Testing

Table 8 Path Coefficient Values, t-Statistics, and P-Values of Direct Influence

Relationship between Constructs	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
HAPPINES (X1) -> ORGANIZATIONAL COMMITMENT (Y1)	0.414	0.423	0.085	4,890	0.001
WELL-BEING (X2) -> ORGANIZATIONAL COMMITMENT (Y1)	0.398	0.408	0.092	4.348	0.000
WORK LIFE BALANCE (X3) -> ORGANIZATION COMMITMENT (Y1)	-0.350	-0.360	0.115	3.053	0.002
HAPPINES (X1) -> TURNOVER INTENTION (Y2)	-0.242	-0.239	0.099	2.456	0.014
WELL-BEING (X2) -> TURNOVER INTENTION (Y2)	-0.280	-0.279	0.091	3,057	0.002
WORK LIFE BALANCE (X3) -> TURNOVER INTENTION (Y2)	-0.198	-0.209	0.083	2.377	0.017
ORGANIZATION COMMITMENT (Y1) -> TURNOVER INTENTION (Y2)	-0.391	-0.394	0.121	3.239	0.001

Source: Data Processing (2024)

1. Influence Happiness(X1) to Organizational Commitment(Y1)

H₀: Happiness(X1) does not have a positive and significant effect on Organizational Commitment(Y1)

- H1: *Happiness(X1)* has a positive and significant effect on *Organizational Commitment(Y1)*
- 2. Influence Well Being(X2) to Organizational Commitment(Y1)**
 H0: *Well Being(X2)* does not have a positive and significant effect on *Organizational Commitment(Y1)*
 H1: *Well Being(X2)* has a positive and significant effect on *Organizational Commitment(Y1)*
- 3. Influence Work Life Balance(X3) to Organizational Commitment(Y1)**
 H0: *Work Life Balance (X3)* does not have a positive and significant effect on *Organizational Commitment (Y1)*
 H1: *Work Life Balance (X3)* has a positive and significant effect on *Organizational Commitment (Y1)*
- 4. Influence Happiness (X1) to Turnover Intention (Y2)**
 H0: *Happiness (X1)* does not have a negative and significant effect on *Turnover Intention (Y2)*
 H1: *Happiness (X1)* has a negative and significant effect on *Turnover Intention (Y2)*
- 5. Influence Well Being (X2) to Turnover Intention (Y2)**
 H0: *Well Being (X2)* does not have a negative and significant effect on *Turnover Intention (Y2)*
 H1: *Well Being (X2)* has a negative and significant effect on *Turnover Intention (Y2)*
- 6. Influence Work Life Balance (X3) to Turnover Intention (Y2)**
 H0: *Work Life Balance (X3)* does not have a negative and significant effect on *Turnover Intention (Y2)*
 H1: *Work Life Balance (X3)* has a negative and significant effect on *Turnover Intention (Y2)*
- 7. Influence Organizational Commitment (Y1) to Turnover Intention (Y2)**
 H0: *Organizational Commitment (Y1)* does not have a negative and significant effect on *Turnover Intention (Y2)*
 H1: *Organizational Commitment (Y1)* has a negative and significant effect on *Turnover Intention (Y2)*

Table 9 Path Coefficient Values, T-Statistics, and P-Values of Indirect Effects

Relationship between Constructs	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
HAPPINES (X1) -> ORGANIZATION COMMITMENT (Y1) -> TURNOVER INTENTION (Y2)	-0.162	-0.163	0.051	3.151	0.002
WELL-BEING (X2) -> ORGANIZATION COMMITMENT (Y1) -> TURNOVER INTENTION (Y2)	-0.156	-0.161	0.064	2.432	0.015

WORK LIFE BALANCE (X3) -> ORGANIZATION COMMITMENT (Y1) -> TURNOVER INTENTION (Y2)	0.137	0.143	0.068	2.004	0.045
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Source: Data Processing (2024)

1. **Influence Happiness (X1) to Turnover Intention (Y2) through Organizational Commitment (Y1)**
 H0: *Happiness (X1)* does not have a negative and significant effect on *Turnover Intention (Y2)* through *Organizational Commitment (Y1)*
 H1: *Happiness (X1)* has a negative and significant effect on *Turnover Intention (Y2)* through *Organizational Commitment (Y1)*
2. **Influence Well Being (X2) to Turnover Intention (Y2) through Organizational Commitment (Y1)**
 H0: *Well Being (X2)* does not have a negative and significant effect on *Turnover Intention (Y2)* through *Organizational Commitment (Y1)*
 H1: *Well Being (X2)* has a negative and significant effect on *Turnover Intention (Y2)* through *Organizational Commitment (Y1)*
3. **Influence Work Life Balance (X3) to Turnover Intention (Y2) through Organizational Commitment (Y1)**
 H0: *Work Life Balance (X3)* does not have a negative and significant effect on *Turnover Intention (Y2)* through *Organizational Commitment (Y1)*
 H1: *Work Life Balance (X3)* has a negative and significant effect on *Turnover Intention (Y2)* through *Organizational Commitment (Y1)*

DISCUSSION

The Influence of Happiness (X1) on Organizational Commitment (Y1)

The study's findings demonstrate that happiness has a substantial and favorable impact on the Organizational Commitment of Generation Y Employees at XYZ Company. This means that if Happiness go up then Organizational Commitment will also increase, and vice versa. This finding indicates when employees feel happier, they tend to show higher commitment to the company's goals and values. Conversely, a decrease in happiness levels can result in a decrease in organizational commitment.

Happiness at work as positive emotions can strengthen employee bonds with the organization, encouraging them to be more involved and loyal to their workplace. Therefore, XYZ company needs to pay attention to factors that influence employee happiness as a strategy to increase overall organizational commitment.

This research is in line with the results of research conducted by (Dehaghi, 2012) who found that Happiness has a positive and significant effect on Organizational Commitment. However, the results of this study show data that is inversely proportional to the results of the study from (Waluyo & Repi, 2020) which found that Happiness has a positive and insignificant influence on

Organizational Commitment. Drawing on empirical evidence substantiated by prior study, it may be inferred that the research hypothesis (H1), stating *Happiness* (X1) has a positive and significant effect on *Organizational Commitment* (Y1) is acceptable.

Influence Well Being (X2) to Organizational Commitment (Y1)

The study's findings indicate that Generation Y employees of XYZ Company who are well-adjusted have a favorable and noteworthy impact on Organizational Commitment. *This means that if Well Being increases then Organizational Commitment will also increase, and vice versa.* This finding indicates that employees who feel higher well-being tend to be more engaged and loyal, and have greater motivation to contribute positively to the organization. Therefore, XYZ company is advised to focus on initiatives that improve employee Well-Being as a strategy to strengthen organizational commitment and improve overall performance.

Well Being or Welfare that includes aspects economical, facility, service, as a condition in which the basic needs of employees are met, so that their condition and self-motivation can continue to be maintained to become better, which in the end this enthusiasm continues in all forms of personal activities.

This research is in line with the results of research conducted by (Prasetyo et al., 2018) and (Permana, 2020) who found that *Well Being* has a positive and significant effect on Organizational Commitment. The research hypothesis (H2) that Well Being (X2) has a positive and significant effect on Organizational Commitment (Y1) is deemed acceptable based on empirical data, which have been validated by prior research.

Influence Work Life Balance (X3) to Organizational Commitment (Y1)

The research results show that XYZ Company's Generation Y employees' Organizational Commitment is significantly impacted negatively by work-life balance. Accordingly, if Work-Life Balance rises, Organizational Commitment will follow will decrease, and vice versa. These findings indicate that the better the striking a balance between personal and professional lives, it can actually reduce the level of employee organizational commitment. This may seem contrary to the common intuition that assumes that a good work-life balance will increase satisfaction and commitment to an organization. However, in the context of this study, it could be because Generation Y employees with characteristics that are reluctant to be tied down and have a more perspective on career and finance. when they have a good work-life balance and are not balanced with good career and financial progress, they are more likely to seek opportunities outside the organization, causing a decrease in their commitment to the company.

This research turns out to be inconsistent with the results of research conducted by (Nirmalasari, 2018) and (Rene & Wahyuni, 2018) who found that *Work Life Balance* has a positive and insignificant effect on *Organizational Commitment*. However, there is research that shows similar results to this research, namely research conducted by (Yusnita et al., 2022) who found that *Work Life Balance* has a negative and significant effect on *Organizational Commitment*. Drawing on empirical evidence substantiated by prior study, it can be inferred that the research hypothesis (H3) asserts that Work Life Balance (X3)

positively and marginally influences Organizational Commitment (Y1), which is unacceptable.

Influence Happiness (X1) to Turnover Intention (Y2)

The research results show that Happiness negatively and significantly affects the XYZ company's Turnover Intention Generation Y personnel. This means that if Happiness increases then Turnover Intention will decrease, and vice versa. This result suggests that the more contentment an employee feels at work, the lower the employee's intention to leave the company.

Happiness directly contributes to employee commitment and retention to the company. Therefore, XYZ company needs to consider increasing programs that support employee happiness as a strategy to reduce turnover rates and increase overall job satisfaction.

This study shows similar results to previous research conducted by (Weeraratna et al., 2022a), (Al-Ali et al., 2019), and (Santhanam & Srinivas, 2020) who found that Happiness has a negative and significant effect on *Turnover Intention*. It is reasonable to conclude that the research hypothesis (H4), which claims that Happiness (X1) has a negative and significant effect on Turnover Intention (Y2), is supported by actual findings from earlier studies.

Influence Well Being (X2) to Turnover Intention (Y2)

The research results show that Well Being has a detrimental and substantial impact on XYZ company's Turnover Intention Generation Y workers. This means that if Well Being increases then Turnover Intention will decrease, and vice versa. This finding shows that employees with high welfare levels have lower intentions to leave the company.

This decrease in turnover intention confirms the importance of well-being factors in influencing employees' decisions to stay with the company. The implication of this result is that XYZ company should focus on improving employee well-being and psychological support programs, in order to reduce turnover rates and increase employee loyalty and overall job satisfaction.

This research is in line with the results of research conducted by (Watoni & Suyono, 2020) and (Putri & Fauziah, 2019). They discovered a negative and noteworthy impact of well-being on turnover intention. Concluding that the research hypothesis (H5), according to which Turnover Intention (Y2) is significantly impacted negatively by Well Being (X2), is reasonable is based on empirical evidence backed by prior studies.

Influence Work Life Balance (X3) to Turnover Intention (Y2)

The study's findings indicate that Gen Y workers at XYZ Company have a negative and significant intention to leave their jobs when work-life balance is compromised. This implies that there will be a decrease in turnover intention if work-life balance rises, and vice versa. According to this research, workers who enjoy a better work-life balance typically have fewer plans to leave the organization.

Work Life Balance as the ability of employees to balance tasks in carrying out work and life outside of work. Work Life Balance is very related to the style of Generation Y employees, therefore Companies must be able to create a work environment that supports work-life balance in order to reduce turnover rates.

XYZ Company should consider strategies to improve work-life balance, such as flexible working hours, family support programs, and mental health initiatives, in order to increase employee retention and promote higher job satisfaction.

This study shows results that are in line with research conducted by (Hafid, 2017) and (Mardikaningsih & Arifin, 2022). The study shows that Work Life Balance has a negative and significant effect on *Turnover Intention*. Based on empirical facts supported by previous research, it can be concluded that the research hypothesis (H6) states that Work Life Balance (X3) has a negative and significant effect on *Turnover Intention* (Y2) is acceptable.

Influence Organizational Commitment (Y1) to Turnover Intention (Y2)

The research results show that Organizational Commitment has a negative and significant effect on *Turnover Intention* Generation Y employees at XYZ company. This means that if Organizational Commitment increases then Turnover Intention will decrease, and vice versa. This finding indicates that the greater the organizational commitment that employees have, the lower their intention to leave the company.

Employees who feel engaged and committed to the organization tend to have higher motivation to stay with the company. The implication of this result is that XYZ company needs to focus on developing and maintaining the level of organizational commitment among employees, through various initiatives such as career development programs, recognition for achievements, and effective communication. These strategies can help reduce turnover and increase employee satisfaction and loyalty.

This study supports the findings of previous studies (Kharismawati & Dewi, 2016) and (Son, 2021). Who discovered that Organisational Commitment has a negative and considerable impact on Turnover Intention. Based on empirical evidence from past study, it is reasonable to conclude that the research hypothesis (H7) that Organizational Commitment (Y1) has a negative and significant effect on Turnover Intention (Y2) is correct.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the findings of researchers' research and discussions on Turnover Intention analysis reviewed from Happiness, Well-being, and Work-Life Balance with Organizational Commitment as an Intervening Variable for Generation Y (Millennial) Employees at XYZ Company, it is possible to conclude that:

1. *The research results show that Happiness has a positive and significant effect on the Organizational Commitment of Generation Y Employees at XYZ Company.*
2. *The research results show that Well Being has a positive and significant effect on Organizational Commitment Generation Y employees at XYZ company.*
3. *The research results show that Work Life Balance has a negative and significant effect on Organizational Commitment Generation Y employees at XYZ company.*
4. *The research results show that Happiness has a negative and significant effect on Turnover Intention Generation Y employees at XYZ company.*

5. *The research results show that Well Being has a negative and significant effect on Turnover Intention Generation Y employees at XYZ company.*
6. *The research results show that Work Life Balance has a negative and significant effect on Turnover Intention Generation Y employees at XYZ company.*
7. *The research results show that Organizational Commitment has a negative and significant effect on Turnover Intention Generation Y employees at XYZ company.*

Recommendations

Referring to the results of the analysis and conclusions obtained in this study. There are several things that can be recommended by the researcher:

1. Academically recommended

For further research that seeks answers regarding turnover intention. It can be developed with other variables that may be more relevant so that they can describe the phenomena or conditions that are occurring. For further research, it is also expected to further expand the sample or respondents who are trying to be studied.

2. Recommendations in Application

For XYZ company, referring to the research results. The researcher hopes that the company can see Turnover Intention in generation Y employees as a phenomenon that needs to be anticipated and mitigated, at least based on employee characteristics and research variables. The company is also advised to see the Work life balance of generation Y employees as a variable that must be considered. Based on the research results, Work life balance has a negative and significant effect on Turnover Intention. High work life balance will make Turnover intention low. This is something positive. However, on the other hand, based on the research results, Work life balance also has a negative and significant effect on Commitment Organization. This is something negative. Therefore, in maintaining employee Work life balance. The company must also pay attention to the level of Commitment Organization of all employees.

ADVANCED RESEARCH

This study still has several limitations that affect the results of the study and data collection. These limitations are expected to be improved in subsequent studies. The limitations include:

1. The questionnaire used in this study is a closed questionnaire, so there is a possibility that the respondents' answers cannot be fully accommodated.
2. The variables used to determine Turnover Intention in this study only consist of four variables, namely, happiness, well-being, work-life balance, and organizational commitment. There should be many more variables that can be used.
3. The scope of this study is limited to staff and SPV level employees at the Head Office of XYZ Company which would be better if it included all employees in this company.

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