

THE INFLUENCE OF WORK LIFE BALANCE, EMPLOYEE ENGAGEMENT, AND CAREER DEVELOPMENT ON TURNOVER INTENTION OF THE MILLENNIAL GENERATION IN THE SPECIAL REGION OF YOGYAKARTA



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Abstract

The increasing dominance of the millennial generation in the Indonesian workforce presents both opportunities and challenges, especially related to high turnover intentions. In the Special Region of Yogyakarta (DIY), where millennials make up a large portion of the workforce, organizations face concerns about employee retention. This study aims to examine the simultaneous influence of work-life balance, employee engagement, and career development on turnover intentions among millennial workers in DIY. The approach used is quantitative explanatory, with data collection from 100 respondents aged 25–40 years using purposive sampling techniques. Data analysis was performed using multiple linear regression using SPSS. The results showed that the three independent variables simultaneously had a significant effect on turnover intention ($R^2 = 0.820$). However, partially only employee engagement and career development showed a significant positive effect, while work-life balance did not. The discussion shows that although work-life balance is often considered important, this factor may not be enough to retain millennials in the workplace without being mediated by job satisfaction or other variables. In contrast, strong work engagement and clear career development opportunities actually showed a high tendency for turnover—possibly due to greater expectations and mobility among millennial professionals. This finding emphasizes the importance of a comprehensive retention strategy, which is tailored to the values and aspirations of the younger generation. Investment in opportunities for growth and meaningful engagement appears to be more effective than simply offering work flexibility.

Keywords: Intention Turnover, Millennials, Work Engagement, Career Development, Work Life Balance

INTRODUCTION

Demographic changes in the Indonesian workforce have shown a significant shift, with millennials now dominating the workforce. This generation, born between 1981 and 1996, has become a major force in various sectors, from the manufacturing industry, financial services, digital technology, to the public sector (Adfa & Indiyati, 2022). However, this increasing dominance is also accompanied by new challenges for organizations, namely the high turnover intention or tendency of millennials to change jobs. Data from the Central Statistics Agency (BPS) in 2023 shows that the level of job mobility in the 25-35 year age group has increased consistently in the last five years, with an average annual job turnover rate reaching 15-18% (BKKBN, 2024). This phenomenon reflects the strong drive from this generation to seek a work environment that is more in line with personal values, expectations, and career goals.

The Special Region of Yogyakarta (DIY) is one of the regions with quite interesting demographic dynamics in Indonesia (Larasati & Wisesa, 2023). In 2024, DIY is projected to have a total population of around 3.67 million people. Among this age group, the millennial generation, namely individuals aged around 25 to 40 years, has a significant proportion and is the dominant group in the labor market and the driving force of various economic, social, and technological sectors. To understand the potential and policy challenges related to this generation, it is important to look at the distribution of the population by age group in detail. The following table presents the projection of the DIY population in 2024 by age group and gender:

Table Population of DIY 2024 Based on Age Group

Group Age	Male (thousand)	Women (thousand)	Total (thousand)
0–5 years	137.5	136.6	274.1
6–12 years	189.6	179.4	369.0
13–17 years	136.0	128.2	264.2
18–50 years	873.5	867.7	1,741.2
>50 years	483.8	553.5	1,037.3
Total	1,820.4	1,857.0	3,677.4

Source : (BPS, 2024), (DIY Civil Registry Office , 2024)

Based on the 2024 population data projection from the Population and Civil Registration Service of the Special Region of Yogyakarta (DIY), the total population of DIY will reach around 3.67 million people, with the largest distribution in the 18–50 age group, which is 1.741 million people. This age group includes most of the productive age, including the millennial generation who are generally in the 25–40 age range. If it is assumed that the population distribution in the 18–50 age group is even, then the estimated number of millennials in DIY in 2024 will range from 800,000 to 900,000 people, or around 22%–25% of the total population of DIY. This estimate shows that the millennial generation plays an important role in the demographic structure of the province, especially in terms of contribution to the world of work, consumption, and socio-economic dynamics (Emilisa et al., 2022). This tendency towards the dominance of the productive age group is also reflected nationally through the Indonesian population pyramid in 2024, which shows the peak population in the 25–34 age range.

This phenomenon requires organizations to understand the internal and external factors that influence employee loyalty, especially among millennials. One crucial aspect is

work-life balance, where millennials tend to pay great attention to the balance between personal life and work (Asfahani et al., 2024). They not only pursue income, but also assess the quality of life based on time flexibility, mental health, and space for self-actualization outside of work. Research from (Yuliani & Ekhsan, 2024) shows that the imbalance between workload and personal time has a significant impact on the intention to quit work for millennial employees in the creative sector.

In addition, employee engagement or the emotional and psychological attachment of employees to the organization is an important factor in preventing turnover intentions. Employees who feel actively involved, given space to contribute, and appreciated in their work tend to have higher loyalty (Maheshwari, 2022). A study by (Batmomolin et al., 2022) revealed that employee engagement has a significant negative correlation with turnover intention, especially in the service sector in big cities in Indonesia. This shows that organizational efforts to increase engagement can serve as an effective retention strategy (Fachrurazi & Rezeki, 2022).

Career development is also one of the essential needs for millennials. The characteristics of this generation that are hungry for long-term growth and achievement make them tend not to be comfortable in a stagnant position. The lack of career paths or lack of training and competency development often triggers dissatisfaction and increases the desire to seek other opportunities (Widuri & Wibowo, 2021). This is confirmed in a study conducted by (Supendy & Harsum, 2018), which found that career development has a negative effect on turnover intention in start-up company employees.

The problem of high turnover intention among millennials in DIY not only impacts the effectiveness of the work team but also causes economic losses for the company (Puspita, 2024). The cost of recruiting, retraining, and adapting new employees is an additional burden that must be borne by the organization. Especially in sectors with tight competition, the loss of quality talent can affect long-term productivity, it is important for management to identify determinant factors that directly or indirectly affect employees' desire to remain in the organization (Hasanah & Dahriyanto, 2022).

Previous studies have discussed these variables separately, but studies that integrate the three simultaneously in the context of the millennial generation in Yogyakarta are still relatively limited. In fact, a comprehensive approach is needed to get a complete picture of the determinants of turnover intention. Research from (Widuri & Wibowo, 2021) only focuses on the effect of work-life balance on turnover, without linking it to engagement and career development variables. Therefore, this study tries to fill this gap by presenting a more comprehensive and contextual perspective. By considering the urgency and relevance of the phenomenon, this study aims to test the effect of work-life balance, employee engagement, and career development on the turnover intention of the millennial generation in the Special Region of Yogyakarta, this study is useful for providing empirical contributions in the development of human resource management strategies, as well as being a basis for organizations to design retention policies that are adaptive to the characteristics and needs of today's workforce.

REVIEW OF LITERATURE

Work Life Balance

Work life balance is a condition in which individuals can commit to work and family and take responsibility for activities that are not related to work (Ninaus et al. 2021). Fisher (2009) describes the balance between work and personal life or work life balance as a competition for individual time and energy used to carry out different roles in life. According to Ganapathi (2016), work life balance indicators are 1) Time balance, related to the time used for work and activities outside of work. 2) Balance of involvement, is a psychological implication and commitment of an individual at work. 3) Balance of satisfaction, is the level of job satisfaction that individuals feel when working and things outside of work.

Employee Engagement

Employee engagement involves employees' emotional and cognitive connection with their work, as well as the extent to which they feel valued and motivated to contribute to the achievement of Company goals (Kruse, 2020). Employee engagement is important for managers in the world of work given that disengagement or alienation is at the heart of the problem of lack of commitment and motivation from employees (Vazirani, 2017). Indicators of employee engagement according to Schaufeli et al. (Abrianto & Srimulyani, 2021): 1) Vigor, is the spirit and mental toughness at work, characterized by persistence, and the willingness to continue to contribute despite facing pressure or challenges. 2) Dedication, is a feeling of involvement in work, characterized by enthusiasm, inspiration, pride, and a sense of challenge, and considers work a valuable experience. 3) Absorbstion, is full focus and pleasure in work, time seems to fly even when facing challenges.

Career Development

Rivai et al. (2016) state that career development is the process of improving individual work abilities achieved in order to achieve the desired career. According to Wahyudi (2002), in career development it is necessary to understand two processes, namely how a person plans and implements his own career goals (career planning) and how institutions design and implement their career development programs (career management). According to Astuty & Zuniasih (2018), career development indicators are 1) Work performance, good performance can support employee promotion and career development. 2) Training, is a company facility to improve the quality of work and employee careers. 3) Educational background, the higher the education, the greater the opportunity for career development. 4) Organizational policy, is the dominant factor influencing employee career development. 5) Work experience, Experience supports contributions in various positions and career development. 6) Loyalty to the organization, Employee loyalty affects career opportunities within the company.

Turnover Intention

Turnover intention is defined as the desire to leave the company. Turnover intention refers to the tendency or intention of an employee to leave his job, or the organization's plan to terminate the working relationship with the employee (Saeed et. al, 2014).

Indicators of Turnover Intention according to Ardan and Jaelani (2021) turnover intention depends on three aspects, namely: 1) Thoughts of leaving the company or Thinking of Quitting, 2) Intention to look for another job or Intention to Search, and Intention to leave the company or Intention to Quit.

RESEARCH METHOD

This study uses a quantitative approach with an explanatory method (Sakaran, 2015), which aims to test and explain the causal relationship between independent variables, namely work life balance (X_1), employee engagement (X_2), and career development (X_3), on the dependent variable turnover intention (Y) in the millennial generation in the Special Region of Yogyakarta. The analysis model used is multiple linear regression, because this method is able to simultaneously measure the influence of each independent variable on one dependent variable. Each variable in this study is operationalized through statement indicators measured using a five-point Likert scale, namely from a value of 1 (strongly disagree) to a value of 5 (strongly agree).

The population in this study was the entire millennial generation (aged 25–40 years) who work in various formal sectors in the Special Region of Yogyakarta Province. Since the population size is not known for certain, the sampling technique used was non-probability sampling with a purposive sampling approach, based on the criteria (Sarmanu , 2019):

- Respondents aged 25–40 years (millennial generation)
- Domiciled and working in DIY
- Have worked for at least 1 year

To determine the number of samples, the Lemeshow formula is used for unknown populations:

$$n = Z^2 \cdot p(1 - p)/d^2$$

With assumptions :

- $Z = 1.96$ (level 95% confidence)
- $p = 0.5$
- $d = 0.1$

$$n = \frac{(1,96)^2 \cdot 0,5(1 - 0,5)}{(0,1)^2}$$
$$= 96,04$$

So, the number of respondents was rounded up to 100 people. Data processing in this study was carried out using SPSS version 25 software through several stages of statistical analysis. First, the validity test was carried out using the Pearson Product Moment correlation method, where an item is declared valid if the correlation value (r) > 0.3 and is significant. Furthermore, the reliability test was carried out using the Cronbach's Alpha value, with the criterion that the instrument is considered reliable if $\alpha \geq 0.7$ (Ghozali & Latan, 2015). After that, a classical assumption test was carried out, which included a normality test with Kolmogorov-Smirnov, a multicollinearity test using the Variance Inflation Factor value ($VIF < 10$), and a heteroscedasticity test using the Glejser method. To determine the effect of independent variables (work-life balance, employee engagement, and career development) on the dependent variable (turnover intention), multiple linear regression analysis was used both simultaneously and partially. Then, a determination coefficient test (R^2) was carried out to see how much the independent variables contributed to explaining the variations that occurred in the dependent variable (Paramita et al., 2021).

Conceptual Framework

This conceptual framework integrates work-life balance, employee engagement, and career development to understand their relationship with turnover intention, based on existing phenomena and prior research.

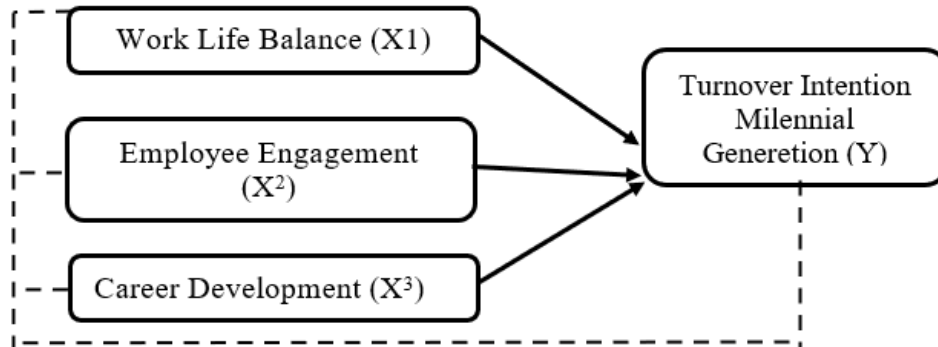


Figure 1.
Conceptual Framework

RESULTS AND DISCUSSION

Validity Test

This validity test is to determine whether a questionnaire is valid or not, this test measures each statement used in the questionnaire. The method used is by comparing the Pearson correlation (r count) with the r table (Zahriyah et al., 2021).

Table Work Life Balance Validity Test (X1)

Statement Items	r count (Pearson Correlation)	r table	Results
X1.1	0.668**	0.197	Valid
X1.2	0.633**	0.197	Valid
X1.3	0.788**	0.197	Valid
X1.4	0.761**	0.197	Valid
X1.5	0.735**	0.197	Valid
X1.6	0.771**	0.197	Valid
X1.7	0.731**	0.197	Valid
X1.8	0.676**	0.197	Valid
X1.9	0.761**	0.197	Valid
X1.10	0.736**	0.197	Valid

Based on the results of the validity test using Pearson Correlation for the Work Life Balance variable (X1), all statement items (X1.1 to X1.10) have a calculated r value that is greater than the r table (0.197) and is significant at the 1% level (p < 0.01). This shows that all statement items are declared valid.

Table Employee Engagement Validity Test (X2)

Statement Items	r count (Pearson Correlation)	r table	Results
X2.1	0.738**	0.197	Valid
X2.2	0.800**	0.197	Valid
X2.3	0.755**	0.197	Valid

X2.4	0.774**	0.197	Valid
X2.5	0.761**	0.197	Valid
X2.6	0.771**	0.197	Valid
X2.7	0.800**	0.197	Valid
X2.8	0.728**	0.197	Valid
X2.9	0.725**	0.197	Valid
X2.10	0.716**	0.197	Valid

The results of the validity test on the Employee Engagement variable items (X2) show that all statements have a calculated r value greater than the r table of 0.197 (with 100 respondents and a significance level of 5%). This shows that each item is able to measure the Employee Engagement variable validly and consistently.

Table Career Development Validity Test (X3)

Statement Items	r count (Pearson Correlation)	r table	Results
X3.1	0.778**	0.197	Valid
X3.2	0.728**	0.197	Valid
X3.3	0.637**	0.197	Valid
X3.4	0.787**	0.197	Valid
X3.5	0.796**	0.197	Valid
X3.6	0.680**	0.197	Valid
X3.7	0.732**	0.197	Valid
X3.8	0.751**	0.197	Valid
X3.9	0.712**	0.197	Valid
X3.10	0.734**	0.197	Valid

All statement items in the Career Development variable (X3) show a calculated r value that is greater than the r table (0.197). This shows that all indicators are declared valid because they have a strong and significant correlation with the total score of the variable.

Table Turnover Intention Validity Test (Y)

Statement Items	r count (Pearson Correlation)	r table	Results
Y.1	0.761**	0.197	Valid
Y.2	0.707**	0.197	Valid
Y.3	0.712**	0.197	Valid
Y.4	0.731**	0.197	Valid
Y.5	0.764**	0.197	Valid
Y.6	0.612**	0.197	Valid
Y.7	0.723**	0.197	Valid
Y.8	0.807**	0.197	Valid
Y.9	0.765**	0.197	Valid
Y.10	0.723**	0.197	Valid

The results of the validity test on the Turnover Intention (Y) variable show that all statement items have a calculated r value above the r table (0.197). This proves that all items used in this construct have good validity because they are able to measure the intended aspects accurately.

Reliability Test

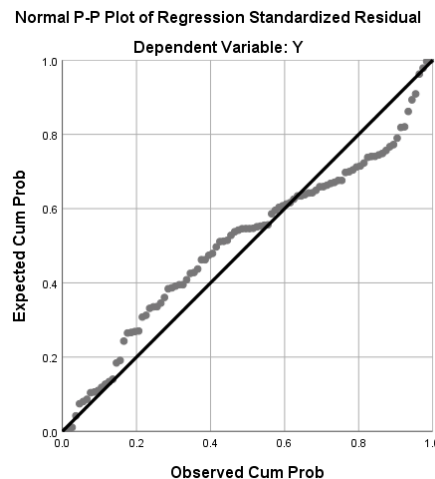
Below shows the reliability analysis in this study. This reliability test is to determine whether the measuring instrument is consistent or not and whether the measuring instrument can be relied on if used for repeated measurements. This test is useful for determining whether the data produced can be relied on or not (Priyanto, 2017)

Table Reliability Test

Variables	Cronbach's Alpha	Number of Items	Results
Work Life Balance (X1)	0.937	10	Reliable
Employee Engagement (X2)	0.924	10	Reliable
Development (X3)	0.927	10	Reliable
Turnover Intention (Y)	0.920	10	Reliable

Based on the results of the reliability test above, all variables in the study have a Cronbach's Alpha value above 0.9, which indicates a very high level of internal consistency. This means that each item in each variable is able to consistently measure the intended construct.

Normality Test



Furthermore, the normality test in this study, the purpose of this normality test is useful to find out whether the data is normally distributed or not. This normality test can be done by looking at the P Plot graph with the provisions (Yockey, 2016)

Figure Normality Test

From the chart image above, it can be seen that the data points follow the diagonal line. In accordance with the provisions of the normality test using p-plot, if the points are spread following the direction of the diagonal line, it can be concluded that the data can be distributed normally.

Multicollinearity test

This multicollinearity test is useful for finding out whether there is highly correlated data between independent variables in a multiple linear regression model, because if the data is highly correlated it will disrupt the relationship between the independent variables and the dependent variable (Kadir, 2015)

Table Multicollinearity Test

Variables	Tolerance	VIF	Results
Work Life Balance (X1)	0.156	6,408	Not occur multicollinearity
Employee Engagement (X2)	0.193	5,181	Not occur multicollinearity
Development (X3)	0.202	4,940	Not occur multicollinearity

Based on the results of the multicollinearity test, all independent variables have a Tolerance value > 0.1 and VIF < 10, namely Work Life Balance (Tolerance = 0.156; VIF = 6.408), Employee Engagement (Tolerance = 0.193; VIF = 5.181), and Career Development (Tolerance = 0.202; VIF = 4.940). Thus, it can be concluded that there is no multicollinearity among the independent variables in the regression model, so there is no indication of a strong linear relationship between the independent variables that can disrupt the stability of the model.

Heteroscedasticity test

Heteroscedasticity test The purpose of this heteroscedasticity test is to find out whether there is inequality in the variance. If there is similarity, it is said to be homoscedasticity (Williamson, 2021)

Table Heteroscedasticity Test (Glejser Test)

Model	Sig. (p-value)	Results
Work Life Balance (X1)	0.562	Not occur heteroscedasticity
Employee Engagement (X2)	0.833	Not occur heteroscedasticity
Development (X3)	0.943	Not occur heteroscedasticity

Based on the results of the heteroscedasticity test using the Glejser method, the significance value (Sig.) for all independent variables, namely X1 (0.562), X2 (0.833), and X3 (0.943), is greater than 0.05. This indicates that there are no symptoms of heteroscedasticity in the regression model, so that the classical assumption of equality of error variance is met and the regression model is considered feasible for use in further analysis.

R2 Test

R2 determination coefficient test The purpose of this R2 test is useful for knowing how much influence the independent or free variable has on the dependent or bound variable. The value of this determination coefficient test is from zero to 1 if the value is close to 1, it can be concluded that the estimate is good, so that the independent variable is said to be able to predict its dependent variable (Ghozali, 2018).

Table Coefficient Test Determination (R²)

Model	R	R Square (R ²)	Adjusted R Square	Std. Error of the Estimate
1	0.906	0.820	0.814	2,686
a. Predictors: (Constant), X3, X2, X1				

Based on the results of the determination coefficient test, the R Square value was obtained at 0.820, which means that 82% of the variability of Turnover Intention (Y) can be explained by three independent variables, namely Work Life Balance (X1), Employee

Engagement (X2), and Career Development (X3). Meanwhile, the remaining 18% is explained by other variables outside the model.

Partial Test (t-Test)

Hypothesis testing with t-test According to (Ghozali, 2013), the purpose of this t-test is to determine the extent to which there is an individual influence of the independent variable in explaining the dependent variable. This t-test has provisions, namely, if the significance of $t > 0.05$, then H1 is accepted, or means that the independent variable partially and significantly influences the dependent variable and vice versa.

Table Hypothesis Test (Partial Test)

Variables	Coefficient (B)	t count	Sig. (p-value)	Information
Work Life Balance (X1)	0.060	0.558	0.578	No effect significant
Employee Engagement (X2)	0.271	2,935	0.004	Influential positive significant
Development (X3)	0.607	6,131	0,000	Influential positive significant

Dependent Variable: Turnover Intention (Y)

Work Life Balance (X1)

The results of the analysis show that the Work Life Balance (X1) variable has a regression coefficient of 0.060 with a t-value of 0.558 and a significance of 0.578. Because the significance value is greater than 0.05, it can be concluded that Work Life Balance does not have a significant effect on the Turnover Intention of the millennial generation in the Special Region of Yogyakarta.

Employee Engagement (X2)

The Employee Engagement (X2) variable has a coefficient of 0.271, a t-value of 2.935, and a significance value of 0.004, which is below the threshold of 0.05. This shows that Employee Engagement has a positive and significant effect on Turnover Intention.

Career Development (X3)

The Career Development (X3) variable has the highest regression coefficient of 0.607, with a t-value of 6.131 and a significance of 0.000, which means that its influence is very statistically significant. This shows that the perception of career development opportunities significantly increases Turnover Intention.

F Test

Simultaneous test According to (Janna & Herianto , 2021), the purpose of this F test is to find out whether there is a simultaneous influence between the independent variables on the dependent variable with a significance value criterion of > 0.05 .

Table ANOVA (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3,158,194	3	1,052,731	145,874	0,000
Residual	692,806	96	7,217		
Total	3,851,000	99			

a. Dependent Variable: Turnover Intention (Y)					
b. Predictors: (Constant), Work Life Balance (X1), Employee Engagement (X2), Career Development (X3)					

Based on the results of the ANOVA test (F test), the F value obtained was 145.874 with a significance of 0.000 (<0.05), which indicates that simultaneously the variables Work Life Balance (X1), Employee Engagement (X2), and Career Development (X3) have a significant effect on Turnover Intention (Y). This means that the three independent variables together are able to explain the changes that occur in the dependent variable, so that the regression model used is considered appropriate to explain the relationship between the variables in this study.

The Effect of Work Life Balance (X1) on Turnover Intention

The Work Life Balance (X1) variable shows a B coefficient of 0.060, a t-count of 0.558, and a significant value (p) of 0.578 (>0.05), which means that WLB does not have a significant effect on Turnover Intention. This shows that the quality of balance between personal life and work in this study does not have a major impact on millennials' intention to leave the organization. According to the Affective Events (AET) theory, job satisfaction is triggered by emotional events at work commitment and turnover intention (Marniati , 2020). However, if work-life balance functions as latent satisfaction (internal), its direct effect on turnover intention may not be strong. Consistent with these results, a study by (Yuliani & Ekhsan , 2024) in Indonesia found that Work Life Balance does not have a direct impact on Turnover Intention, but according to (Purwatiningsih & Sawitri , 2021) it effectively reduces it through job satisfaction in millennials. In addition, in the banking industry in Indonesia, research by (Sjukun & Siagian , 2024), it was found that work and family conflict had a significant positive effect on turnover, while Career Development was not—unless mediated by job satisfaction. This supports the finding that the balance aspect itself does not directly reduce turnover intentions without the intervention of other variables such as satisfaction.

The Effect of Employee Engagement (X2) on Turnover Intention

The regression results show that Employee Engagement (X2) has a coefficient of B = 0.271 with t = 2.935 and a significance of p = 0.004 (<0.05), which indicates a positive and significant effect on Turnover Intention. This means that the higher the employee engagement, the more likely they are to have turnover intentions—which may reflect an awareness of better career opportunities and aspirations. Social Exchange Theory states that the higher the attachment and sense of belonging, the higher the employee's expectations of decent results (Mamduh, 2015). When expectations are not met, turnover intentions can also increase. These results are in line with research by (Hasanah & Dahriyanto , 2022) which found that strong engagement reduces Turnover Intention because of a sense of appreciation and enthusiasm for work. In addition, a study (Sahni, 2021) shows that employee engagement has a mediating role between job satisfaction and turnover intentions of the younger generation.

The Influence of Career Development (X3) on Turnover Intention

The Career Development variable (X3) recorded a coefficient of B = 0.607, t = 6.131, and p = 0.000 (<0.05), indicating a significant positive influence on Turnover Intention. This

means that the higher the opportunity for career development, the stronger the employee's intention to move, which can be interpreted as millennials looking for better career opportunities if the current one is not suitable. According to protean career theory, millennials tend to be responsible for their own career development—when it is not fulfilled, they will look for alternatives (Irawan, 2021). Consistent with this finding, research (Friani & Mulyani, 2018) shows that the employee development system greatly influences Turnover Intention in Indonesian millennials. Likewise, a study (Larasati & Wisesa, 2023) found that career development and supervisor support are important factors in reducing turnover intentions.

Simultaneous Effect of X1, X2, and X3 on Turnover Intention

The results of the simultaneous test (ANOVA) show that the F value is 145.874 with a significance of 0.000, which is much smaller than the significance limit of 0.05. This indicates that simultaneously the variables Work Life Balance (X1), Employee Engagement (X2), and Career Development (X3) have a significant effect on Turnover Intention (Y). This finding is in line with the opinion of Janna & Herianto (2021) who stated that the F test aims to determine the combined effect of independent variables on the dependent variable, and significant results indicate that the regression model is suitable for use. Theoretically, this is in line with Herzberg's Two-Factor theory, which explains that motivational factors such as career development and employee engagement, as well as work-life balance, are important elements in influencing employee intentions to stay or leave the organization. Previous research by Siregar & Handayani (2020) also supports these results, where they found that a combination of similar variables was able to significantly influence employee turnover intentions in the service sector.

CONCLUSION

Based on the results of partial and simultaneous regression analysis, it can be concluded that together the variables Work Life Balance, Employee Engagement, and Career Development have a significant effect on Turnover Intention of the millennial generation in the Special Region of Yogyakarta. However, partially only Employee Engagement and Career Development are proven to have a positive and significant effect on employee turnover intention. Meanwhile, Work Life Balance does not have a significant effect, indicating that this factor may require a mediating role, such as job satisfaction, to effectively reduce Turnover Intention. Companies are advised to improve employee engagement strategies through open communication, recognition of contributions, and involvement in decision-making. In addition, career development needs to be facilitated through training, clear internal promotions, and mentoring, considering that these are the dominant factors influencing employees' desire to stay.

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