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Revista de Cercetare și Interventie Sociala

ISSN: 1583-3410 (print), ISSN: 1584-5397 (electronic)

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Revista de cercetare și intervenție socială, 2023, vol. 80, pp. 139-160

<https://doi.org/10.33788/rcis.80.8>

Published by:
Expert Projects Publishing House



On behalf of:
„Alexandru Ioan Cuza” University,
Department of Sociology and Social Work
and
HoltIS Association

Factors Affecting Millennials' Job Turnover Intention during the Implementation of Work from Home (WFH)

Wirmandi PAMUNGKAS¹, Nadia Tiara BUDIONO²,
Rudy HARYANTO³, Willy GUNADI⁴

Abstract

The recent COVID-19 pandemic has pushed many institutions, regardless of whether they are ready or not, to adapt work from home (WFH) practices. This study aims to evaluate how work stress, workload, work-life balance, and work motivation affect millennials' intention to leave their jobs during work from home implementation. There were 224 millennial respondents in the Greater Jakarta Area who experienced WFH set-ups because of the COVID-19 outbreak that filled out the questionnaires. The PLS-based SEM technique was then used to examine the data that had been obtained. The results showed a significant effect from working from home on workload, work stress, work-life balance, and motivation. Additionally, it found that workload and work stress have significant effects on the turnover intention. Work-life balance and work motivation, according to the results, have no significant effects on turnover intention. As a result, management should consider the workload and work stress while evaluating the effectiveness of the use of the type of assignment. More factors that influence turnover intentions need to be considered in future studies.

Keywords: work from home, work stress, work motivation, work-life balance, turnover intentions, millennials.

¹ Binus Business School, Jakarta, INDONESIA. E-mail: wirmandi.pamungkas@binus.ac.id

² Binus Business School, Jakarta, INDONESIA. E-mail: nadia.tiara@binus.ac.id

³ Binus Business School, Jakarta, INDONESIA. E-mail: rudy.haryanto001@binus.ac.id

⁴ Binus Business School, Jakarta, INDONESIA. E-mail: wgunadi@binus.edu

Introduction

In early 2020, the world experienced a global shock and crisis triggered by the Coronavirus Disease (COVID-19) which eventually became a pandemic. The World Health Organization (WHO) classified COVID-19 as an infectious disease caused by SARS-CoV-2. It spreads very quickly through an infected person's mouth and nose. COVID-19 can cause mild to severe illness or even death at any age (WHO, 2021). The virus has been identified as one of the top worldwide health dangers (Wang *et al.*, 2020).

The COVID-19 virus has had a significant impact on business operations and the economy, requiring them to look for other ways to do business through digital technologies and distant connections, such as the implementation of Working from Home (WFH) schemes (Kaushik & Guleria, 2020). Previously, companies required their employees to spend eight hours each day in the office, but after lockdowns, the Indonesian government urged employees to maintain a social distance and, if feasible, engage in activities at home, such as online learning and WFH (Kemendikbud, 2020).

Since COVID-19 caused many businesses to close and employees to lose their jobs, WFH has become essential for business continuity. This circumstance also occurred in Indonesia, where delays and cancellations of different government and private events slowed economic turnover (Muzakki, 2020). According to a survey done by Statistics Indonesia or known as Badan Pusat Statistik (2020), 82.5% of business actors admitted that their incomes had been drastically decreased due to COVID-19. This situation affected their production and services which eventually led to employee reduction and even bankruptcy. Therefore, many business actors immediately addressed various strategies in order to keep operating, providing services, and surviving due to the situation. One of the strategies is to implement digitalization and implement WFH set-ups.

According to a survey done by PricewaterhouseCoopers (PwC) (2021), around 50% of the respondents who are leaders of companies in Indonesia have implemented the concept of WFH for their employees as compared to 39% outside of Indonesia. As a result, Work Trend Index reported that 72% of business leaders in Indonesia are planning to redesign their offices to support a hybrid work model through WFH, while 66% of global business leaders plan to do the same (Wiseman, 2021).

According to Idris (2016), WFH implementation is viewed as a great strategy for retaining outstanding employees in the firm; even fresh graduates from the millennial generation are attracted by the WFH implementation. However, its implementation amid the COVID-19 pandemic, as well as in the post COVID-19 pandemic, is being questioned (Wang *et al.*, 2021). WFH implementation may lead to a greater blurring of the lines separating work and family time, and it

is closely linked to extended work hours and can affect non-work life (Bawa & Dockery, 2020).

According to Putri and Amran (2021), WFH can have a significant influence on employees' lives if it is not done properly since there is a feeling of pressure and stress due to the extended duration and hours of work. It might be a cause of employee job turnover. Additionally, Faulds and Raju (2020) also discovered that remote workers are more likely to leave their jobs than office workers. The reason is because those who work from home lack social contacts, and so they are unable to interact and develop professionally with their coworkers. Turnover intention has a significant influence on a company's performance (Setyanto & Hermawan, 2018). Tuwinanto and Rahadi (2021) discovered that many employees still dislike working from home. This is impacted by a variety of elements that vary depending on the individual. According to Omar *et al.* (2020), work stress, workload, and work-life balance have a significant impact on intention to leave.

Previous research by Apthioman and Pramono (2021) focused on work stress, workload, and motivation, all of which have a major impact on turnover intention in relation to working from home. Furthermore, Purwanto *et al.* (2020) found that employees can lose work motivation for several reasons such as being in an uncondusive work environment, getting a lot of social media and other similar forms of distraction, and being asked to bear the cost of electricity and Internet usage while working from home. Meanwhile, a prior study by Irawanto *et al.* (2021) found that work-life balance and stress have a significant effect on job satisfaction during the work from home period. However, there is still limited research that discusses the influence of workload, work stress, work-life balance, and work motivation on an employee's job turnover intention during the implementation of WFH. Instead, millennial employees have a higher turnover intention compared to Generation X, but there are also still limited studies on millennials' turnover intention during the work from home phase (Raharjo, 2015). Therefore, the researchers are intrigued to conduct further research on this topic to fill in the limitations of the previous studies, so that the findings of this study may be utilized to guide companies in implementing WFH for their employees, particularly the millennial generation.

Literature Review

Work from Home (WFH)

The idea of working from home was first put forth in the 1970s as telework or telecommuting, a cutting-edge method of doing so with the help of technology (Van Meel, 2011). Teleworking has become very popular in the European sphere related to work-life balance since the signing of the European Framework Agreement on

Telework in 2002, which defines it as a type of activity or execution of work that uses information technology and where work can be carried out on a regular basis (Wojcak & Baráth, 2017). WFH is sometimes described as a work arrangement in which staff members can work from home rather than the main office and use ICT (information, communication, and technology) tools including computers, the Internet, and phones to communicate and coordinate with others (Allen *et al.*, 2015). The idea of telework, in the opinion of some experts, is the primary driver behind working from home (Baruch, 2001). By putting telework, telecommuting, or flexible work concepts into practice, many corporate and public sectors in Indonesia adapt work from home to be secure. Stress levels typically rise when working from home (Gálvez *et al.*, 2020).

Workload

A workload is a list of tasks that must be finished in a certain amount of time (Harrianto, 2010). A workload that exceeds one's ability limit will result in weariness or injury, whereas a burden that is too light will result in job monotony (Rambulangi, 2016). According to Tarwaka (2015), a workload can be determined from the analysis of the tasks performed by employees. Factors that affect a workload include time pressure, working hours or working time, role conflict, noises, information overload, and responsibility (Gibson *et al.*, 2009).

Due to the present pandemic, people are forced to perform additional work, including working overtime, in order to complete the responsibilities that are expected of them. Although each person's or employee's assessment of their workload varies, the greater their burden, the less favorably they will view their work (Fitriantini *et al.*, 2020). According to Apthioman and Pramono (2021), working from home has a positive and significant impact on a workload. The more the WFH implementation, the greater the workload. Wu and Chen (2020) discovered that some employees do experience a decline in productivity with technical issues like the ineffectiveness of online communication tools serving as the main contributors. Employees who typically work in an office or at a workstation have a heavier workload because the majority of the job can be done at home, but it takes longer due to technological challenges. On the other hand, because the majority of their work, such as fieldwork and experiments, cannot be done at home, on-site employees and many researchers have a lighter workload. Based on those past studies, the researchers developed the following hypotheses:

H₁: Work from home has a significant effect on one's workload.

Work- Stress

When addressing businesses, the concept of stress is always accompanied by a number of other issues, such as performance, motivation, and employee well-being. According to Steve (2011), stress is an employee's reaction when

certain expectations, pressures, and professional features of the job do not meet their knowledge levels. He went on to say that stress comes when individuals are exposed to negative feelings at work. Siagian (2012) stated that work stress is a condition of tension which affects the emotions and physical condition of a person. Work stress which is not handled properly usually results in someone's incompetence to interact positively with the environment, both in the sense of the work and external environment. Employees who are stressed at work are irritable, are non-communicative, are intellectually drained, lose spontaneity and originality, are quickly physically tired, are dizzy, have headaches, smoke excessively, and postpone or avoid work (Fauji, 2013).

Employees are given deadline-driven workloads as a result of the adoption of WFH, and they rarely interact with their supervisors when they have queries about their jobs. Due to this, people get disengaged from their workplace and experience work-related stress (Irawanto *et al.*, 2021). Gajendran and Harrison (2007) found that employees were under more stress when their telecommuting arrangements were more frequent. Employees' performance might be negatively impacted by the stress that they experience over a short period of time if they don't receive adequate support from their employer (Gaffar, 2012). However, Dwidienawati *et al.* (2020) discovered that remote work enables flexibility in the workplace, allowing workers to select their own working hours and locations that are convenient for them to complete their responsibilities. As most Indonesian workers commute one hour or more to work, working from home also reduces commute time. As a result of not having to commute and deal with traffic, the employees are less anxious and more relaxed. Consequently, the following hypothesis is proposed:

H₂: Work from home has a significant effect on one's work stress.

Work-Life Balance

Schermerhorn (2013) defined work-life balance (WLB) as a person's ability to balance job obligations with personal and family obligations. WLB is subjective, ranging from person to person, and is reliant on the individual's perception of their own competency in juggling work and non-work responsibilities, claims Jahaludin (2017). Each employee's work-life balance may be impacted by working from home, either favorably or unfavorably. Since one's work-life balance has a clear standard, which is a return to one's values and priorities in life, this can have a variety of results (Koseek *et al.*, 2014). Working from home can cause work and family boundaries to become hazier, making it harder to separate work time from family time (Crosby & Moore, 2015). According to Putri and Amran (2021), working from home might also negatively affect a worker's ability to combine their personal and professional lives. In contrast, working from home can enhance a person's work-life balance if the individual can manage their time planning, according to Azmy *et al.* (2022). Employees who work from home benefit from high levels of flexibility and a better work-life balance. A person has

the option to care for family members and can have more flexible working hours and a suitable workplace at home (Nakroien *et al.*, 2019). Thus, the following hypothesis is proposed:

H₃: Work from home has a significant effect on one's work-life balance.

Work-Motivation

There is no other person who exhibits the same conduct. Motivation, according to Varma (2017), is an essential aspect that influences human behavior. Sabir (2017) argued that motivation is sometimes referred to as reasons for acting or behaving in a certain manner. Another definition of motivation is the force that propels a person's behavior or what makes someone want to engage in or repeat a behavior. It is something that drives people to take various actions in order to pick up particular behaviors. There are two different kinds of motivation, according to Ahluwalia and Preet (2017), intrinsic motivation and extrinsic motivation. Intrinsic motivation arises from inside each individual since each person has their own reasons for feeling driven, and the components involved in intrinsic motivation differ from one another. Extrinsic motivation, on the other hand, usually necessitates the intervention of others in order for someone to feel inspired.

Employee creativity and performance are said to be supported by work motivation. People are more likely to produce creative solutions if they are more content with their jobs, according to the complementary idea of organizational creativity and innovation. Based on these factors, managers should work to increase employees' motivation to innovate in order to increase their performance (Wang, 2020). Positive correlations exist between employee motivation and performance. When faced with particular goals and objectives, a motivated worker responds fast. Since motivated individuals are constantly seeking out better ways to complete their work, motivation generates an additional flourishing association (Sandhu *et al.*, 2017; Beltrán *et al.*, 2018). Employee turnover and motivation are inversely connected because, as motivation increases, turnover declines and vice versa (Uzonna *et al.*, 2013).

Work motivation is one of the key elements in WFH implementation that motivates people to work harder even outside of the office. Fitriani *et al.* (2021) asserted that work motivation is more crucial for completing work-from-home tasks than other factors like the ability to work independently, have perseverance, and possess self-organization. The risks and negative impacts of work-from-home policies, like social isolation, can be serious problems that cause employees to feel detached, which lowers their motivation and performance (Martin & MacDonnell, 2012). The disadvantage of WFH, according to Purwanto *et al.* (2020), is that employees could become unmotivated to work because of a variety of factors, such as a bad working environment, being diverted by social media and other types of entertainment, and having to pay for electricity and Internet fees. Meanwhile, Virtanen (2020) discovered that working from home can also boost

someone's well-being and job motivation. Workplace ergonomics, a better working environment, a good work-life balance, flexible scheduling, and a lighter burden are all potential ways to boost employee engagement. Their motivation can be increased by improving informal connections with coworkers and team members to maintain positive ties with them, such as by doing more video meetings with coworkers, clients, and vendors. However, other respondents made the observation that they were already motivated by the opportunity to work remotely. In light of the previous research, the researchers propose the following hypothesis:

H₄: Work from home has a significant effect on one's work motivation.

Turnover Intention

The phrase "turnover intention" consists of the terms "turnover" and "intention". The act of quitting a company either freely or involuntarily is known as turnover (Dessler, 2013). Another process known as turnover involves a person leaving the business or organization, which forces someone else to fill their position (Vizano *et al.*, 2021). The intent to leave a firm has a significant impact on its performance (Setyanto & Hermawan, 2018). It can force a business to look for new people to take their place, which would mean paying more for the hiring process. Compared to earlier generations, the Millennial generation has a greater turnover rate on average. Employee turnover is influenced by a number of elements, including personal (age, gender, education, status, and so forth), organizational (business size, income, promotions, training, individual work attitudes, and so forth), and social-economic factors, according to Zhang's (2016) research (transportation, residence, cost of living, health and education facilities, etc.). Nevertheless, 65.8% of Indonesian millennial workers choose to leave their employers after a year of employment, according to Lie and Andreani (2017).

According to Jain and Pathak (2021), the main reasons for turnover intention are a heavy workload and workplace stress. A workload has a positive impact on turnover intention, according to Pradita and Satrya (2019), meaning that the more work employees are given, the more probable it is that they will depart. Work stress was found to be one of the key factors driving employee turnover intention by Siddiqui and Jamil (2015). Meanwhile, Wunder *et al.* (1982) discovered that work stress decreased turnover intention and actual quitting behavior among managers of a major, international organization and had a direct negative impact on job satisfaction.

Work-life balance, on the other hand, is a major difficulty in the implementation of WFH. Work-life balance was identified by Jaharuddin and Zainol (2019) as a factor or catalyst having the capacity to assure a firm's continuing growth. As a result, he argued that an imbalance between work and home life may lead to higher turnover intentions among employees. WLB strategies must be implemented in firms to help employees and assure their well-being, hence increasing engagement and retention (Jaharuddin & Zainol, 2019). However, other

studies focused on adopting WLB practices, such as the flexible work arrangement concept, which caused a significant increase in employee productivity (Abioro *et al.*, 2018; Ansari *et al.*, 2015). Accordingly, Arshad and Puteh (2015) and Bhalerao (2013) stated that achieving WLB and job engagement leads to higher job engagement, thus reducing the turnover intention among employees.

According to Putra and Mujiati (2019), work motivation is an encouragement given to someone, in this case an employee, to enable them to complete something in line with business objectives. Work motivation significantly and adversely affects the intention to leave. A study by Ananto *et al.* (2016), which demonstrated that motivation has a negative and significant impact on intention to leave, lends support to this. The perception of employee motivation is inversely correlated with the level of employee desire to leave. Additionally, those who regularly work from home are much more likely to leave their jobs than those who regularly work in an office environment (Faulds & Raju, 2021). The fact that employees who work from home do not share the same social ties with their coworkers as those who regularly work in an office may be one explanation for this. They consequently lose a crucial social component, which makes it easy for people to depart. A different study by Miao *et al.* (2020) discovered that work motivation has a detrimental effect on intention to leave. Therefore, the following hypotheses are proposed:

H₅: Workload during WFH has a significant effect on millennials' job turnover intention.

H₆: Work stress during WFH has a significant effect on millennials' job turnover intention.

H₇: Work-life balance during WFH has a significant effect on millennials' job turnover intention.

H₈: Work motivation during WFH has a significant effect on millennials' job turnover intention.

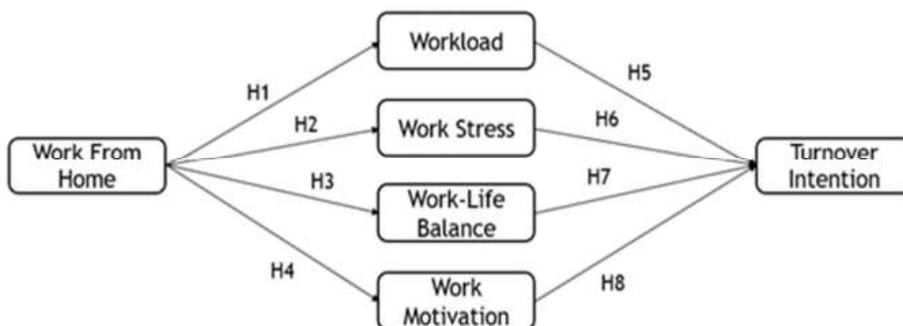


Figure 1. Research Model

Methodology

This study used a quantitative approach, and the survey was cross-sectional in nature. The participants in this study were those who worked in the Greater Jakarta Area (Jakarta, Bogor, Depok, Tangerang, and Bekasi) who experienced WFH. There were 224 people in total who participated in the study as respondents, and they were chosen by purposive sampling. The number of samples was determined using the multivariate sampling size guideline, which states that the minimum sample size is 10 times the number of variables (Bougie & Sekaran, 2019). The Greater Jakarta Area was chosen as the sampling frame because according to The Indonesian Central Bureau of Statistics (2020), 2.83 million persons, or 26.78% of all residents of the capital city's 10.56 million inhabitants, are millennials.

This research used online questionnaires in using bilingual language, English and Bahasa Indonesia, consisting of three sections. The first section contained filtering questions to check the eligibility of the respondents. The second section consisted of demographic information that included age, occupation, gender, education, work industry, job position, monthly income, and marital status. The third section measured the variables in this research consisting of WFH, workload, work stress, work-life balance, work motivation, and job turnover intention, which were all developed based on prior research. WFH was measured using four items adapted from Hutajulu (2021), while workload was adapted from Aluwi *et al.* (2020), measured by 6 items. Work stress was measured by six items adapted from Agathanisa and Prasetio (2019). Six items for work-life balance were adapted from Agathanisa and Prasetio (2019), and 6 items for work motivation were adapted from Hartanto (2020). The last section that described the millennials' job turnover intention as the dependent variable of this research consisted of 3 items adapted from Bonds (2017). Participation in the online questionnaire was anonymous and done voluntarily.

The data in this research was analyzed through PLS-SEM using SmartPLS 3.0 because PLS-SEM is used to perform a predictive analysis and help examine complex relationships among a number of variables (Kono & Sato, 2022). According to Becker *et al.* (2018), PLS-SEM is an appropriate and powerful tool for the data analysis in this model of research.

Respondent Characteristics

According to the findings, the respondents constituted 71% of females (N=159 people) as the majority, with 68% (N=153 people) of the age group covering those between 26 and 30 years old. Furthermore, 73% of the respondents (N=164 people) had a bachelor's degree. In terms of occupation, 83% of the respondents (N=186 people) were from private employers. In terms of industry, 32% of the respondents (N=71 people) worked in education industries. Furthermore, 61% of the respondents (N=137 people) were single and 39% (N=87 people) were married.

Additionally, 63% of respondents (N=140 people) had an average monthly salary under IDR10,000,000.

Table 1. Respondent Characteristics

| Characteristics | Items | N | Percentage |
|--------------------|----------------------------------|-----|------------|
| Gender | Female | 159 | 71% |
| | Male | 65 | 29% |
| Age | 26 - 30 years old | 153 | 68% |
| | 31 - 35 years old | 46 | 21% |
| | 36 - 41 years old | 25 | 11% |
| Level of Education | Senior high school or equivalent | 16 | 7% |
| | Associate degree | 11 | 5% |
| | Bachelor's degree | 164 | 73% |
| | Master's degree | 33 | 15% |
| Occupation | Private employee | 186 | 83% |
| | Government employee | 23 | 10.3% |
| | Entrepreneur | 5 | 2.2% |
| | Teacher | 9 | 4% |
| | Freelance | 1 | 0.4% |
| Job Level | Staff level | 122 | 54% |
| | Supervisor level | 50 | 22% |
| | Manager level | 28 | 13% |
| | Director level | 3 | 1% |
| | Other | 21 | 9% |
| Industry | Education | 71 | 32% |
| | Digital and technology | 38 | 17% |
| | Service | 32 | 14% |
| | Manufacturing | 22 | 10% |
| | Transportation | 6 | 3% |
| | Banking | 7 | 3% |
| | Pharmacy | 8 | 4% |
| | Other | 40 | 18% |

| | | | |
|----------------|-----------------------------------|-----|-----|
| Monthly Income | < IDR 10,000,000.00 | 140 | 63% |
| | IDR 10,000,000.00 – 20,000,000.00 | 67 | 30% |
| | > IDR 20,000,000.00 | 17 | 8% |
| Marital Status | Single | 137 | 61% |
| | Married | 87 | 39% |

Results

Measurement Model

Before the hypotheses were tested, the reliability and validity were evaluated. Estimates of the reliability and validity were made using factor loading analyses, Cronbach’s alpha, composite reliabilities, and average variance extracted (AVE). Henseler (2018) recommended using values of α and CR greater than 0.7. According to Table 2, the α and CR have a range of 0.890 to 0.954 and 0.833 to 0.935, respectively. The α and CR values in Table 2 meet the requirements. Furthermore, an AVE value greater than 0.5 is recommended by Fornell and Larcker (1981). The value is recommended since the AVE in Table 2 ranges from 0.669 to 0.837.

Table 2. Convergent Validity and Reliability Test Results

| Variable and Measurement Item | Factor Loading | Cronbach’s Alpha | Composite Reliability | AVE |
|--|----------------|------------------|-----------------------|-------|
| Work from Home | | 0.835 | 0.890 | 0.669 |
| WFH1: I always work hard with a comfortable workspace at home. | 0.822 | | | |
| WFH2: I can complete all the work from home professionally without being disturbed by household matters. | 0.808 | | | |
| WFH3: I attend meetings from home with adequate facilities. | 0.840 | | | |
| WFH4: I am still responsible for completing all the work, even though it is done from home. | 0.800 | | | |
| Workload | | 0.833 | 0.900 | 0.751 |
| WL1: When I WFH, I can complete the work according to the specified target. | 0.893 | | | |

| | | | | |
|--|-------|-------|-------|-------|
| WL2: The time given by the company to complete the work when I WFH is in accordance with the standard operational procedures (SOPs). | 0.861 | | | |
| WL6: When I WFH, I can complete the work according to the work weight assigned by my boss. | 0.844 | | | |
| Work Stress | | 0.922 | 0.939 | 0.722 |
| WS1: I feel exhausted when I WFH. | 0.804 | | | |
| WS2: When I WFH, I feel I have a lack of time to rest. | 0.873 | | | |
| WS3: When I WFH, the work demands are too heavy. | 0.894 | | | |
| WS4: When I WFH, I cannot do work that needs to be done suddenly. | 0.746 | | | |
| WS5: When I WFH, sometimes my work becomes a heavy burden. | 0.893 | | | |
| WS6: Sometimes when I think about my job while I WFH, I feel uncomfortable. | 0.876 | | | |
| Work-Life Balance | | 0.851 | 0.899 | 0.690 |
| WLB3: When I WFH, I am responsible for my work. | 0.822 | | | |
| WLB4: When I WFH, I still carry out my responsibilities towards my family. | 0.834 | | | |
| WLB5: When I WFH, I am satisfied with my involvement with my work. | 0.855 | | | |
| WLB6: When I WFH, I am satisfied with my involvement with my family. | 0.811 | | | |
| Work Motivation | | 0.881 | 0.918 | 0.739 |
| WM3: When I WFH, I feel happy with the job I am doing now. | 0.774 | | | |
| WM4: When I WFH, my work motivation does not change. | 0.869 | | | |
| WM5: My motivation to work remains the same both before and during WFH. | 0.908 | | | |
| WM6: When I WFH, my work behavior remains the same as before WFH. | 0.881 | | | |

| Turnover Intention | | 0.935 | 0.954 | 0.837 |
|--|-------|-------|-------|-------|
| INT1: When I WFH, I often consider leaving my current job. | 0.903 | | | |
| INT2: When I WFH, I often look for information about other jobs. | 0.910 | | | |
| INT3: When I WFH, I often hope to find another job that is more suited to my personal needs. | 0.917 | | | |
| INT4: When I WFH, I tend to be attracted by job offers from other companies. | 0.930 | | | |

According to the findings in Table 3, the variables of work from home, workload, work stress, work-life balance, work motivation, and turnover intention have AVE square roots that are larger than the corresponding latent variable correlation. Therefore, these variables' discriminant validity is sufficient.

Table 3. Discriminant Validity

| | Turnover Intention | Work-Life Balance | Work Motivation | Work Stress | Work from Home | Workload |
|--------------------|--------------------|-------------------|-----------------|-------------|----------------|----------|
| Turnover Intention | 0.915 | | | | | |
| Work-Life Balance | -0.245 | 0.831 | | | | |
| Work Motivation | -0.279 | 0.665 | 0.859 | | | |
| Work Stress | 0.514 | -0.327 | -0.416 | 0.850 | | |
| Work from Home | -0.327 | 0.620 | 0.584 | -0.396 | 0.818 | |
| Workload | 0.401 | -0.688 | -0.633 | 0.457 | -0.725 | 0.866 |

Structural Model

According to Hair *et al.* (2011), the major evaluation standard for the structural model when using PLS-SEM is R² assessed with the significance level of the route coefficients. R² ought to be high relative to the research discipline as a result. Table 4 demonstrates how the model assigns 57% of the variance to workload, 15% to work stress, 38% to work-life balance, 34% to work motivation, and 30% to turnover intention. The outcome of this study's R-square is as follows:

Table 4. Structural Model

| Variables | R-Square |
|--------------------|----------|
| Workload | 0.526 |
| Work Stress | 0.157 |
| Work-life Balance | 0.384 |
| Work Motivation | 0.341 |
| Turnover Intention | 0.302 |

Hypothesis Testing Results

With a 95% confidence level, 5% was chosen as the significant threshold in this study. Therefore, for the hypotheses to be significant, the T-value must be more than 1.96, but if the T-value is less than 1.96, there is no significant effect (Greenland *et al.*, 2016). Table 5 displays the results of examining the direct relationships between the constructs.

Table 5. Hypothesis Test Results

| Hypothesis | Path | Path Coefficient | T-Value | P-Value | Conclusion |
|------------|-----------|------------------|---------|---------|---------------|
| H1 | WFH → WL | -0.725 | 16.102 | 0.000 | Supported |
| H2 | WFH → WS | -0.396 | 5.759 | 0.000 | Supported |
| H3 | WFH → WLB | 0.620 | 10.233 | 0.000 | Supported |
| H4 | WFH → WM | 0.584 | 10.429 | 0.000 | Supported |
| H5 | WL → INT | 0.263 | 3.337 | 0.001 | Supported |
| H6 | WS → INT | 0.424 | 6.462 | 0.000 | Supported |
| H7 | WLB → INT | 0.057 | 0.686 | 0.493 | Not Supported |
| H8 | WM → INT | 0.025 | 0.314 | 0.753 | Not Supported |

The hypothesis results in Table 4 show that six hypotheses were accepted that work from home has a significant impact on workload, work stress, work-life balance, and work motivation. The p-value was less than 0.05 and the T-value was greater than 1.96. Additionally, workload and stress at work during WFH significantly influence the intention to leave. The p-value was greater than 0.05 and the T-value was less than 1.96, but two hypotheses that work-life balance and motivation do not significantly affect turnover intention were rejected.



*p<0.05

Figure 2. Research Model

Discussion

This study aimed to investigate the variables influencing millennials' intentions to leave their jobs throughout the adoption of work from home. Work from home was a factor in workload, stress at work, work-life balance, and work motivation, as well as the effects of these elements in turnover intention. The findings revealed that the factor of working from home significantly affected workload (H1). The results showed that working from home had a detrimental impact on workload. The employees' burdens decrease as the use of remote work increases. The findings of this hypothesis concur with those of Wu and Chen's (2020) study, which conveyed that working from home has a negative and sizable influence on workload. The respondents indicated that there was less work to do the more WFH was implemented. Given that the vast majority of the respondents were from diverse industries, one explanation is that many of their tasks, such as fieldwork and experiments, cannot be completed at home.

The results also demonstrate a strong link between working from home and job stress (H2). According to the study, working from home has a detrimental impact on work stress. As a result of not having to commute to work or deal with traffic, research by Dwidienawati *et al.* (2020) confirmed the study's finding that employees are less worried and more at ease when they work from home. The respondents indicated that there was less work stress the more WFH was implemented.

Work-life balance and working from home were found to be significantly related (H3). The outcome suggests that work-life balance benefits from working remotely. This demonstrates that the degree of work-life balance increases as work from home usage increases. This finding is in line with earlier research by Azmy *et al.* (2022), who discovered that working from home can enhance work-life balance provided that employees can effectively manage their time management.

Employees who work from home benefit from high levels of flexibility and a better work-life balance. A person has the option to care for family members and can have the most flexible working hours and a suitable workplace at home (Nakroien *et al.*, 2019).

This study also provides evidence that working from home has a substantial impact on motivation at work (H4). According to the findings, job motivation increases as work from home is used more frequently. Virtanen (2020), who discovered that working from home can boost motivation at work, supports this finding. Even the research participants said that the opportunity to work remotely serves as their primary source of motivation.

The results show a favorable correlation between workload and inclination to leave (H5). The more they intend to leave the company, the higher the level it is at. This conclusion was reinforced by a prior study by Jain and Pathak (2021), who noticed that one of the main causes of turnover intention is a heavy workload. A workload has also been linked to turnover intention, according to Pradita and Satrya (2019). Therefore, the more work employees have, the more probable it is that they will leave the organization.

This study supports the hypothesis that there is a positive association between job stress and intention to leave a firm (H6), showing that those with higher levels of work stress had an intention to leave their employers. This outcome is consistent with Siddiqui and Jamil's (2015) research, which found that one of the key factors driving employee turnover intention is work stress. This suggests that employee turnover is more likely greater as the more stressful the work is.

Two theories, on the other hand, were disproven. The hypothesis that a poor work-life balance would increase the likelihood of turnover was disproved (H7). This finding conflicts with earlier research by Jaharuddin and Zainol (2019), who discovered that employees may be more likely to consider leaving their jobs due to a lack of balance between their personal and professional lives. There are numerous reasons why that might be. One explanation might be that the majority of respondents in this study are single adults without dependent children or other family members who require their care. Additionally, it originates from staff levels that may not have as much responsibility at work as management or supervisory levels.

H8 was also not supported in this investigation. This result defies the presumption that there is a negative correlation between work motivation and intention to leave the company. A prior study by Ananto *et al.* (2016) demonstrated that motivation has a negative and significant impact on intention to leave; i.e., the less motivated an employee is seen to be, the greater the individual's desire to leave. According to the respondents' profiles, the majority of them believe that they are consistently driven to achieve the task at hand. They do not believe that working from home or on a daily basis makes them less motivated. As a result, their motivation has

not changed since before or after WFH. Hence, this is not the reason they want to leave the organization.

Conclusion

The study's goal was to determine whether or not working from home had an impact on workload, stress at work, work-life balance, and motivation. Additionally, the impact of workload, stress at work, work-life balance, and work motivation on millennials' intention to leave the workforce was observed. The findings of the study indicate that working from home enables flexibility in which the employees experience less stress, a lighter workload, a better work-life balance, and a higher level of enthusiasm at work because they are not required to commute to the office and deal with traffic. Despite the fact that the data indicates that working from home increases workload negatively, managers must take into account the sectors of the economy they are operating in. Not every task can be completed at home.

By giving a job that is compliant with the time restriction based on the volume of work, management must instead pay more attention to employee stress levels and work-life balance. Additionally, it is important to focus on the task that needs to be completed because working from a home environment has challenges like a lack of IT support and other responsibilities that lead to a turnover intention.

Practical Implications

The working-from-home policy's multiple practical ramifications in an Indonesian setting were discussed in the paper, especially in light of the COVID-19 outbreak. Organizational leaders need to be informed of any plans that employees may have to quit their jobs and/or work from home. It is clear that job turnover intentions may have an impact on employee burdens and workplace stress. Given that working in remote locations offers difficulties like a lack of IT assistance and other things that result in an increase in turnover intention, it is crucial to concentrate on the task that needs to be completed. The results of this study can help the government, enterprises, and organizations enhance their employee performance and work-from-home policies, particularly during the COVID-19 period.

Theoretical Implications

The survey was conducted to fill a research gap on the millennial generation's inclination to change jobs during their careers. Many workers used to detest working remotely. But it was found that with the adoption of work from home, there was a change in employee behavior, causing them to feel less stressed. In this study, it was discovered that workload and workplace stress significantly

influenced millennials' intention to change jobs. Both components could serve as the basis for a research project or a study of a similar nature. These criteria can also be used as guidelines for a variety of studies and themes looking at what influences people's intentions to change jobs when working from home.

Limitations and Future Suggestions

The study has a number of limitations. Purposive sampling was used to choose the sample, which is something to keep in mind and take into account when extrapolating the findings. As a result, probability sampling should be used in future studies in order to apply findings to the full population. The fact that all of the respondents were from the Greater Jakarta region placed further restrictions on this study. This study suggests that to increase the sample size, future studies should include additional Indonesian areas. Instead, two of the eight hypotheses were not confirmed, indicating the need for additional research to find new factors that could help to understand why people choose to work from home. To learn more about the factors influencing turnover intention during work from home, future research may use additional variables like the working environment, job satisfaction, compensation, or other facilities supported during work from home. Furthermore, the examination lacked sufficient in-depth data due to the study's quantitative methodology. Future research should therefore take a qualitative approach to better understand the variables influencing turnover intention when working from home.

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