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Work Life Balance and its Influence on Employee Engagement "Y" Generation in Courier Service Industry

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ABSTRACT

The business landscape in the courier services industry has a very significant change as a result of its high and rapid growth of e-commerce in Indonesia. The tight competition between companies in the courier service industry can greatly affect employees work life balance, especially for "Y" Generation, those born between 1979 and 1994. The purpose of the study is to determine which the factors of work-life balance of Y generation affects employee engagement in industry. The research was conducted on 118 employees from generation Y who represent each post office in Java Island. The chosen Java Island as a research location because of the number of courier companies and the largest customers, more than 50% are in Java island. The study used questionnaires to collect data.

Keywords: Work Life Balance, Work Interference with Personal Life, Personal Life Interference with Work, Employee Engagement, Courier Service Industry
JEL Classifications: Business Administration (M)

1. INTRODUCTION

1.1. Statement of a Problem

The dynamics of the organization's external environment will influence organizational change including the practice of human resource management. Organizations need extra contributions from their employees to achieve outstanding organizational performance. However, as humans, employees have two types of needs, such as life in the workplace and personal life. It is difficult for employees to balance life in the workplace and personal life, when the demands of work as a result of competitive pressures increasingly, meanwhile they also have to carry out their personal activities.

Work life balance (WLB) be very crucial and can interfere with the performance of employees and even be a trigger for the turnover intentions in the many industries. This condition then make an attention of experts to examine the employees WLB and Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW) as examined by Doherty (2004) and Lockwood (2005). WLB is increasingly being recognized as one of the major issues facing today's millenials workforce (Low and Chua, 2019).

According to Subhasree and Misra (2013) that WLB is "the extent to which a person is able to minimize conflicts between the demands of work and those that are not work." In practice, the above conditions are difficult to implement in organizations because of the general view of opposition between decreasing work demand and higher performance.

In some organizations, employees have alternatives in balancing work and not work. In this context, organizations provide an alternative in Human Resources Policies, where employees can choose between working or not working for a while. Work-life balance experienced by employees is proven to be able to significantly increase the contribution of organizational performance and at the same time grow their attachment to the company where they work (Ioan et al., 2010).

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Employees face a dilemma for managing work and home responsibilities. "Push and pull between work and family" and the situation of "conflict between two" (Lockwood, 2005). He mentioned five dimensions of work-life balance such as flexible work practices, work leave, flexibility, spatial, and WLB information.

The balance of work life is an important factor for organizations and employees. That is because of a successful WLB, employees can control their lives, reduce their work stress, and increase job satisfaction (Tara and Jyotsna, 2010). In addition, Solnet and Anna (2008) reports that WLB is one of the expectations especially for employees of Y generation. Organizations must meet the expectations of generation Y because the number of workers from this group is the largest in the coming periods.

From various studies specifically on the WLB, no research has been conducted on the courier service sector, even though this sector is a very important and most affected sector due to the increase in the flow of goods, document and money from the activities of trade in goods and services, tourism and other economic activities. This sector has a global networking system and has a series of processes and activities that can involve many parties in it, from collecting, processing (handling), transporting and delivery; where each activity can be carried out at a place or even organization in a differ countries.

The courier service industry majority are still dependent on manual work processes and especially in Indonesia characterized by labor intensive. Thus, human factors have a central role in all processes in this industry. The interaction of the courier service industry with the user community services is also relatively high, intensive and reciprocal (users come to and/or visited by officers). In addition, courier services are convenience services type, which are characterized by "low risk, low effort and very low involvement" (Stell in Setyo; 2002) that have characteristics and tendencies to be easily obtained, do not need excessive effort, switching low cost (transfer costs) because of the many "players" in the market, so the level of competition in the industry is very tight.

2. RELEVANT RELATED LITERATURE

2.1. Definition

2.1.1. Work-life balance

The balance of work life, in its broadest sense defined by Grzywacz and Carlson in Low (2019) is the "accomplishment of role-related expectations that are negotiated and shared between an individual and his or her role-related partners in the work and family/life domains." This means that instead of individuals assessing their own level of WLB, they used the social domain's perspective (role-related partners) to evaluate whether an individual has achieved WLB. The term WLB usually refers to writing about organizational support for flexible work choices, and family or personal leave written by Estes and Michael in Low (2019). Therefore this practice includes flexible working hours (eg, work time, which allows workers to vary their start and finish time with a definite number of hours worked; a compressed work week, where employees work a full week worth of hours in four working days and take holidays on the 5th day), working from home (telework), sharing full-time work between two employees (sharing work), family leave programs, childcare in the workplace, and financial assistance and/or parenting services and parental care.

2.1.2. Employee engagement

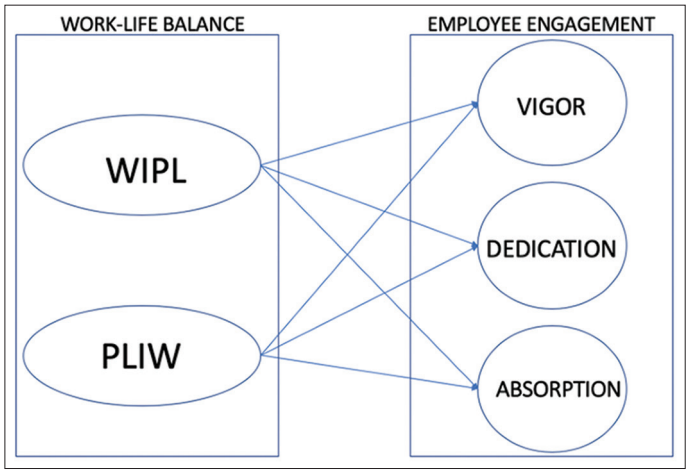
In the current era of disruption, the most successful companies are those who recognize that their employees are their most valuable assets. Employee involvement is not just keywords - it has clear links to businesses that increase success. Efficiency and productivity are prerequisites for success with very tight market competition. Healthy, capable and engaging employees are the company's main capital as a builder of competitive advantage. Research from Treacy which shows a very significant relationship between employee engagement with the desired work performance of the company. Various similar studies were carried out by Rucci et al. (1998) which used data from Sears, similar works were carried out by McKay (2008) and the direction of causality from WLB to engagement dimensions was discussed by Hassing 2016 (Low and Chua, 2019).

Basically employee engagement is new approach to employee motivation as a behavioral perspective based on three dimensions of physical, emotional, and cognitive involvement (Kahn, 1990); a condition that shows the extent to which employees are committed to something or someone in the organization, and how long they last as a result of that commitment. Engagement is a situation where individuals are emotionally and intellectually committed to the organization as measured by the three main behaviors, namely Say, Stay and Strive. Research from Kawaguchi shows that employees with high levels of engagement besides having a good level of job satisfaction, also have a good tendency in terms of Organizational Citizenship Behavior (Kazutoshi et al., 2018).

According to Schaufeli et al. (2009) employee engagement consists of three elements namely vigor, dedication and absorption.

1. Vigor is an employee's attachment demonstrated by his physical and mental strength when doing work. Vigor characterized by the high level of mental strength and resilience in working, optimal energy, the courage to carry out a strong effort, desire, willingness and willingness to strive in earnest in the work so that able to provide maximum results

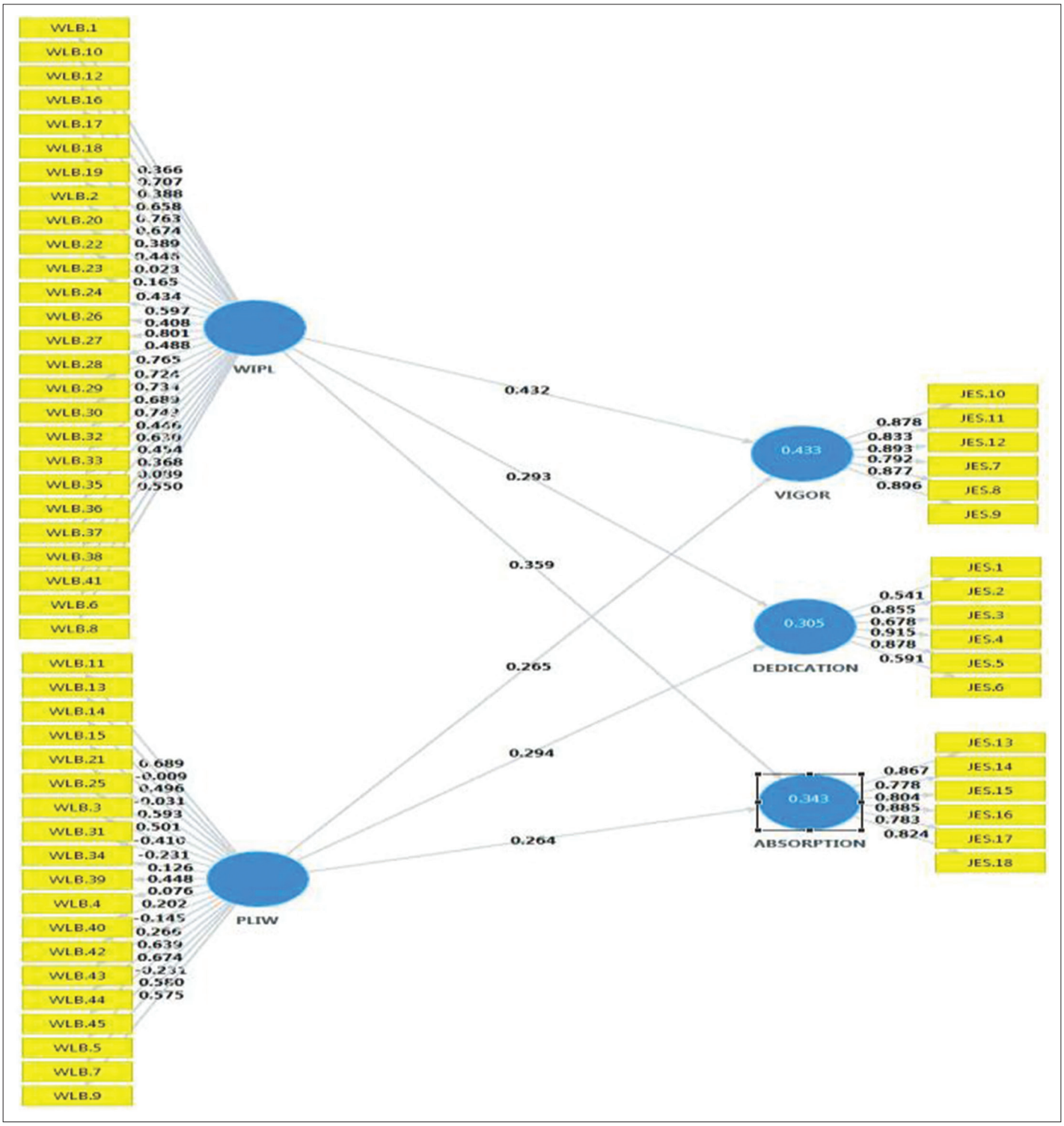
Figure 1: Research framework



in every given job, stay persistent, not easy to give up, spirit and continue to endure difficulties

2. Dedication is an emotional employee's attachment to its work. Dedication describing the enthusiastic feelings of employees in the work, proud of the work done and the company where it works, stay inspired and remain diligent until the end of the company without feeling threatened with the challenges faced. People who have a high dedication score strongly identify their work because they make it a valuable, inspiring and challenging experience. They usually feel enthusiastic and proud of their work and organization. While a low score on dedication means not identifying yourself with work because they have no meaningful, inspiring or challenging experience, moreover they feel unenthusiastic and proud of the work and their organization
3. Absorption is an employee engagement that is described by the behavior of employees who pay full attention to their work. Absorption describing the situation of employees who feel happy

Figure 2: Convergent validity

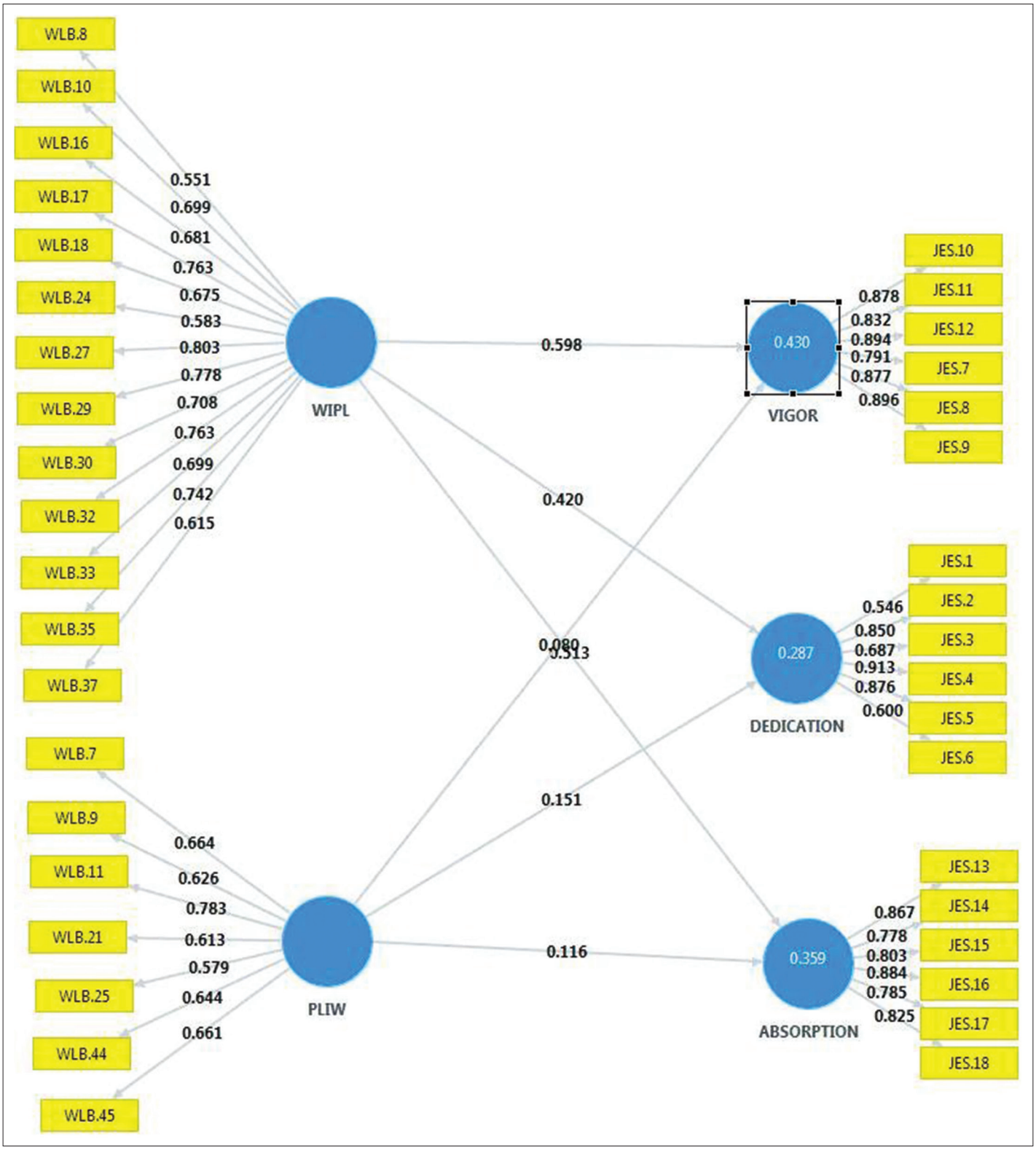


to be immersed in total, high concentrate, and serious in doing his job. When doing their job, they tend to make time pass so quickly that they find it hard to let go or break away with work.

2.2. "Y" Generation

Y Generation, according to Solnet and Anna (2008) was born between 1979 and 1994. There was no consensus among researchers about the number of years or periods for each generation. The biggest generation in the future workforce is Generation Y, followed by Generation X, and the last is the baby boomer generation. The characteristics of each generation are shaped by several backgrounds such as popular culture, politics, war, discovery. This will affect various types of characteristics for each generation. Generation Y is also popular and is known as the

Figure 3: Modification convergent validity



Millennial Generation. Research on Y Generation is much done because Y generation is the largest generation in the workforce in the industry, including the courier service industry.

Research conducted in India by Mishra and Bhatnagar in 2009 showed that employee turnover rates in India especially from those who belong to Y generation were strongly influenced by the balance between workload and household life (Tara and Jyotsna, 2010).

3. METHODS

The type of research used in this research process is quantitative research with the structure of explanatory research using survey methods to collect information from the sample by giving questions answered directly using the questionnaire method. Research population of all employees of PT Pos Indonesia from Generation Y in Java Island, consists of four regional, each of which is Regional IV (Jabodetabek Banten), Regional V (West Java), Regional VI (Central Java and Special Region of Yogyakarta) and Regional VII (East Java). The number of post offices studied as much as 118, namely the Post Office located in the capital of the district or municipality throughout the island of Java. Each post office is represented by a randomly chosen employee based on the employee's number (nippos) and a questionnaire sent via email. Questionnaires do not include any identity, so respondents are expected to fill in free and confidential responses to questionnaires.

4. DISCUSSION

The design of this study uses descriptive verification methods with linear analysis techniques. The sampling method uses the non-probability sampling method. As seen in Figure 1, the WLB variable consists of the WIPL and PLIW. While the employee engagement variables consist of three dimensions: Vigor, dedication and absorption.

Convergent validity test of each construct indicator. According to Chin in Ghozali (2014), an indicator is "valid" if the value is > 0.70, while the loading factors from 0.50 to 0.60 are moderate. Based on these criteria, loading factors below 0.50 will be removed from the model, it shown in Figure 2.

The results of the modification of the convergent validity test in Figure 3 show that all indicators meet convergent validity because they have a loading factor of more than 0.50.

The factor loadings, composite reliability and average variance extracted were indicator used to assess the convergent validity. As shown in Table 1.

Discriminant validity can be examined by comparing the square correlations between the constructs and the variance extracted for construct (Fornell and Larcker, 1981). As shown in Table 2.

Based on Table 3, it can be concluded that Vigor's dimensions have the highest influence among other dimensions and Dedication is the least impact on Employee Engagement.

Table 1: Factor loadings and reliability

Indicator	Loading α	CR	AVE	Cronbach α
WIPL				
WLB.8	0,55	0,925	0,491	0,914
WLB.10	0,70			
WLB.16	0,68			
WLB.17	0,76			
WLB.18	0,68			
WLB.24	0,58			
WLB.27	0,80			
WLB.29	0,78			
WLB.30	0,71			
WLB.32	0,76			
WLB.33	0,70			
WLB.35	0,74			
WLB.37	0,61			
PLIW				
WLB.7	0,66	0,84	0,43	0,777
WLB.9	0,63			
WLB.11	0,78			
WLB.21	0,61			
WLB.25	0,58			
WLB.44	0,64			
WLB.45	0,66			
Vigor				
JES.7	0,79	0,945	0,743	0,931
JES.8	0,88			
JES.9	0,90			
JES.10	0,88			
JES.11	0,83			
JES.12	0,89			
Dedication				
JES.1	0,55	0,887	0,575	0,862
JES.2	0,85			
JES.3	0,69			
JES.4	0,91			
JES.5	0,88			
JES.6	0,60			
Absorption				
JES.13	0,87	0,927	0,68	0,905
JES.14	0,78			
JES.15	0,80			
JES.16	0,88			
JES.17	0,78			
JES.18	0,83			

Source: Output PLS, 2019. WIPL: Work interference with personal life, PLIW: Personal life interference with work

From the inter-dimensional relationship as shown by Table 4, Vigor dimension (mental strength, resilience, optimal energy, the courage to carry out a strong effort, desire, willingness to strive in earnest maximum results) strongly influenced by WIPL. However, on the contrary, the PLIW is the weakest in influencing the Vigor dimension (Figure 4).

Figure 4: The structural model

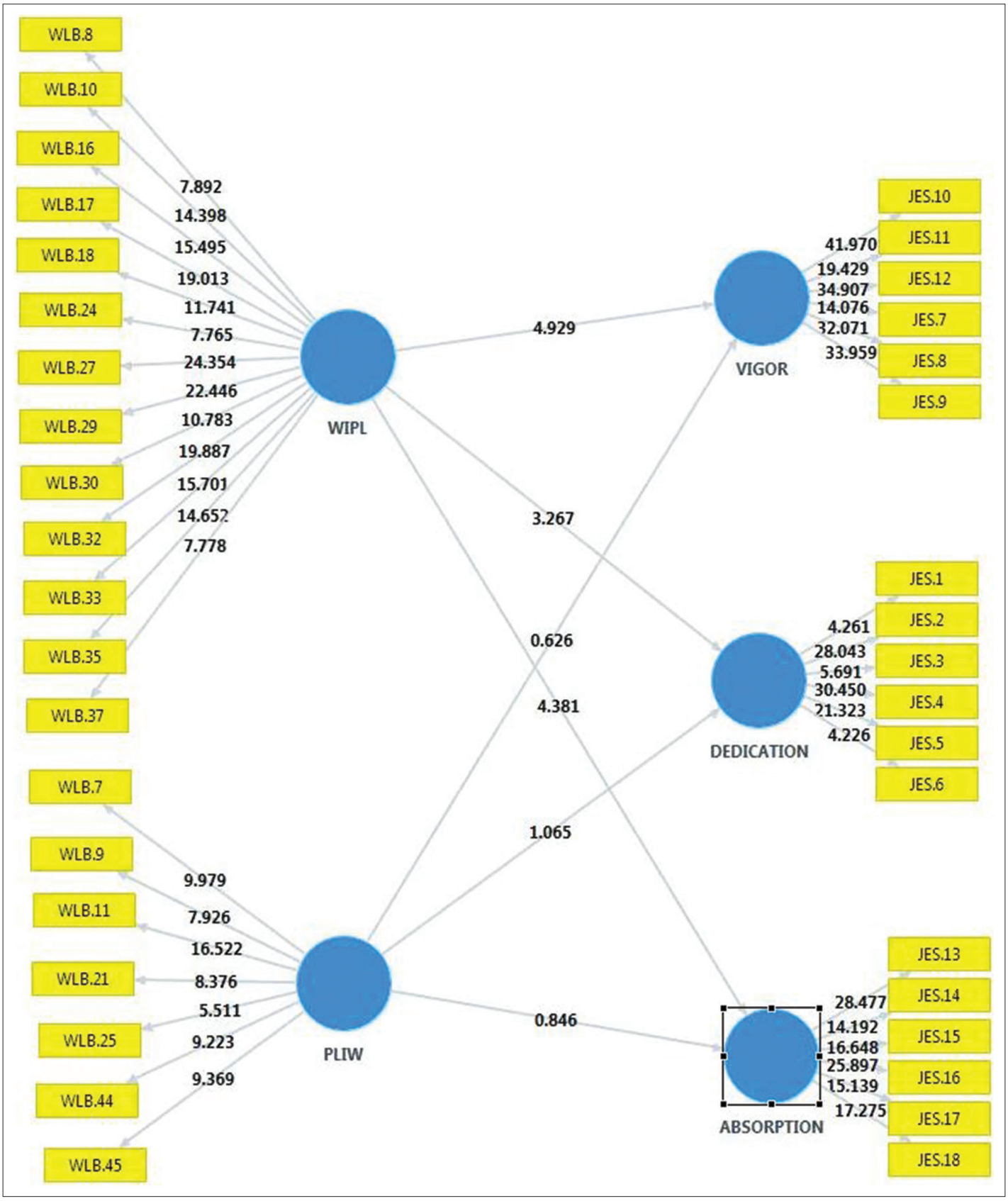


Table 2: Discriminant validity (fornell-lacker criterium)

Dimention	Absorption	Dedication	PLIW	Vigor	WIPL
Absorption	0,825				
Dedication	0,579	0,759			
PLIW	0,471	0,441	0,656		
Vigor	0,754	0,682	0,493	0,862	
WIPL	0,593	0,524	0,692	0,653	0,701

Source: Output PLS, 2019. WIPL: Work interference with personal life, PLIW: Personal life interference with work

Table 3: R square adjusted

Dimention	R square
Absorption	0,348
Dedication	0,274
Vigor	0,420

Table 4: Summary of the structural model

Dimention	Original sample (O)	Sample mean (M)	T statistics (|O/STERR|)
PLIW -> Absorption	0,116	0,139	0,846
PLIW -> Dedication	0,151	0,184	1,065
PLIW -> Vigor	0,080	0,110	0,626
WIPL -> Absorption	0,513	0,507	4,381
WIPL -> Dedication	0,420	0,410	3,267
WIPL -> Vigor	0,598	0,581	4,929

WIPL: Work interference with personal life, PLIW: Personal life interference with work

5. CONCLUSION

1. The most influential aspect of the WIPL from millennial generation officers is the declining productivity that occurred as a result of the competition. This indicates that it is important for courier companies to continuously measure the employee workload for optimised the utilization of staffs
2. Control over employee workdays is the most closely related to PLIW. Therefore, the application of flexible work schedule is important to be considered in the courier companies
3. The most closely related factor to the Vigor situation of this study is the pride of the millennial officers over the positions they are currently in. Therefore, the superiors should be able to motivate the millennial staffs with greater meaning for the work they are doing, work as well as worship other than just a career
4. Focus on work is most attributed to dedication. This condition hints to the leaders to be able and manage members and divide the tasks according to their talents, so that the work will be optimally done
5. Working with all the power to produce the best performance is the most closely related to the dimension of Absorption, it will be very good when the leaders giving trust to the millennial employees eg. give them delegation of authority and mentoring or coaching
6. The most closely related dimension shaping employee engagement in the context of Vigor is the WIPL. It is hinted that the leaders must find out and observe what makes them anxious and creating an atmosphere of work that is conducive to them, so they enjoy the comfort of working.

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