Authentic Leadership on Turnover Intention of Millenial Hotelier: Worklife Balance as Mediator

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Abstract

This research aims to explore the work-life balance of millennial hoteliers in the Sarbagita area (Denpasar, Badung, Gianyar, and Tabanan) and its role as a mediator in the relationship between authentic leadership and turnover intention. To answer the objectives of this study, multiple linear regression analysis techniques with the assistance of the SPSS version 28 program were applied. Data collection techniques were carried out by distributing questionnaires to 100 millennial employees and validated through interviews with the general managers of five-star hotels. The main finding of the current study was that work-life balance was not proven to mediate the effect of authentic leadership on the intention of turnover of the millennial hotelier. This study recommends that hotel management elaborates on a clear, transparent, directed, and structured work-life balance program for millennial employees who will dominate the workforce in the Society 5.0 era. The results of this study contribute practically to the decision-making of five-star hotel management in the Sarbagita area to retain the best talent of the millennial generation, which emphasizes the quality of human resources.

Keywords: Work-Life Balance, Authentic Leadership, Turnover Intention, Hotel

A. Introduction

The uniqueness of the social phenomenon in the HR 4.0 Era is that a population dominates more than half of the workforce, which is called the millennial generation or workforce. Millennials, generally defined as those born between the mid-1970s and early 2000s, will soon make up half of the workforce. From research conducted by Price Waterhouse Cooper in 2017, the percentage of workers globally will be dominated by the millennial generation by 50% in 2021 (Whiteboard Journal, 2018). On the surface, this generation does not appear to be a loyal contributor to the business due to its dynamic drive and relatively strong entrepreneurial spirit.

At the same time, Millennials are described in positive terms and are characterized by their skills in technology (technology literacy) and their desire to progress and develop. As a generation born when information technology was very developed, Millennials can integrate technology into various aspects of their lives, so they are often considered very compatible with the needs of today's organizations and are considered capable of being agents of change. On the one hand, the millennial generation has great potential because it can adapt quickly to changes in the dynamic industrial environment. However, on the other hand, this generation is nicknamed the Job-Hopper and has a reputation as the generation with the lowest workplace engagement (Gallup, 2020).

In 2019, the proportion of millennial employees working in the tourism sector reached 60 percent of the total employees recorded at the Bali Province Social and Man-power Office. As a labor-intensive business entity, the hospitality industry experiences fairly high employee turnover (Kossivi et al., 2016; Matthews et al., 2018; Suleiman AlBattat & Mat Som, 2013; Xu et al., 2018). This even happens in start-up companies, which are believed to be companies whose work environment is sought after by millennials. This is corroborated by an opinion emphasizing that millennials are a generation that likes freedom and fast, instant, and digital things. When they join a company and do not necessarily get what they expected, they can get frustrated with it. They have traits that are very important for future workforce needs, but their attention span is also faster, so they want to reach positions and careers more quickly. Therefore, for managers to retain potential millennial employees in the tourism industry, especially in hotels, it can done with employee retention programs and managing their leaving intentions.

Factors that influence turnover intention, in general, can be divided into four categories: personal factors, work factors, organizational factors, and external environmental factors (L. Sun & Bunchapattanasakda, 2019). Many studies on hospitality and tourism have investigated the factors that influence voluntary turnover in workforce management. Several themes emerged to explain the turnover intention of millennial employees, such as promotion opportunities,

work-life balance, community fit, workgroup cohesion, leadership-related factors, and salary, which are antecedents of employee turnover intentions (Qiu et al., 2015; Zhang et al., 2017). Several variables that appear as antecedents of turnover intention are the nature of work and individual career interests (Rasheed et al., 2020; Tladinyane & Merwe, 2016).

As a generation that needs space to innovate, it is important to capture the perception of millennial employees toward work-life balance so that the organization can formulate the right retention strategy to retain them. Work-life balance is a construct that explains the individual's perception of the balance that occurs within him in terms of work-life and personal life (Aghaz & Tarighian, 2016). Millennials pay attention to their social life with family and friends, so they are attracted to jobs that can accommodate these needs (X. Sun et al., 2020; VU, 2020). Employee retention can also be influenced by organizational culture (Ladyshewsky & Taplin, 2018; Parent & Lovelace, 2018), transformational leadership (Hawkes et al., 2017; Jha & Malviya, 2017; Ssebiragala, 2018), and employer branding (Mascarenhas, 2019; Sahu et al., 2018). In addition to work-life balance, authentic leadership is also one of the variables that can contribute to employee turnover intention (Lyu et al., 2019). Despite showing significant positive results, empirical research on the relationship between authentic leadership and work-life balance constructs is still scarce (Braun & Peus, 2018). To be successful, an organization must adapt to a leadership style that supports Millennials' work styles (Bartz et al., 2017; Cahya et al., 2019; Mohammed Sayed Mostafa & Shen, 2019).

In many studies, organizational culture, compensation, and reputation consistently influence employee retention. However, from the many studies on employee retention, the leadership factor is essential. In addition, the importance of managing work-life balance has also been identified as an important element for retaining employees (Deery & Jago, 2015). The gap from previous research that can be identified is the limited research that investigates the effect of work-life balance on turnover intention, especially for millennial employees. Several studies have examined the relationship between authentic leadership and turnover intention. However, the inconsistency of the relationship between these two variables needs to be investigated further by including work-life balance as a mediating variable.

This research explores the work-life balance of millennial employees in the tourism and hospitality industry, especially in the Sarbagita area (Denpasar, Badung, Gianyar, and Tabanan), and its relationship to leadership factors and turnover intention. The four areas were chosen because they have a rapidly growing tourism sector and are favorite tourist destinations for tourists, both foreign and domestic (Indrayani, 2021). This is evidenced by the consistent and

significant increase in the number of hotels, thus providing flexibility for the millennial generation to choose the appropriate workplace. Furthermore, this research investigates whether work-life balance can significantly contribute to their intention to move to another organization. The novelty of this study is examining the role of work-life balance as a mediating variable on the effect of authentic leadership on turnover intention for the millennial generation. A work-life balance is essential for millennials in carrying out their roles, both at work and in society, to reduce their intention to leave.

B. Literature Review
Authentic Leadership

An authentic leadership theory has emerged over the last few years from the intersection between leadership, ethics, and positive organizational behavior and the academic literature (Guenter et al., 2017; Hsieh & Wang, 2015; Koon & Ho, 2020; Lyu et al., 2019). As conceptualized in the emerging field of positive psychology, authenticity or authenticity can be defined as "having one's personal experiences, be they thoughts, emotions, needs, preferences, or beliefs, processes that are captured by the command to know oneself" and behaving by the truth (Kida et al., 2020a; Mehmood et al., 2016). Authentic leadership has been conceptualized as a root construct or theoretical foundation for the development of positive forms of leadership, including ethical, servant, and transformational behavior (Kida et al., 2020; Read & Laschinger, 2015). It was further revealed that "authentic leadership is defined as a leader's behavior pattern that refers to and promotes a positive psychological capacity and a positive ethical climate, to encourage greater self-awareness, an internalized moral perspective, information processing balance, and relational transparency between leaders and followers" (Hsieh & Wang, 2015; Lyu et al., 2019). Authentic leadership can contribute to employee retention by creating trust and authentic relationships among working group members (Bhat & Bharel, 2018; Kundu & Lata, 2017).

Work-Life Balance

Work-life balance is an important factor for each employee so that employees have a balanced quality of life in dealing with their families and balance in their work. Work-life balance is about employees' efforts to divide time and energy between work and other important aspects of their lives (X. Sun et al., 2020). According to (Moorthi, 2017), the work-life balance program includes resources for parent and child care, care, employee health and welfare, relocation, and others. Many companies offer family-friendly benefits programs that employees need to balance life and work, which include flextime, job sharing, telecommuting, and others. Work-life balance is a state of balance between work

and life. An individual is the same. In the view of employees, work-life balance is a choice to manage work and personal obligations or responsibilities toward family (VU, 2020). Meanwhile, in the company's view, work-life balance is a challenge to creating a supportive culture where employees can focus on their work while at work.

Turnover Intention

The intention to leave reflects the individual's desire to leave the organization and look for new job alternatives. This variable is used broadly in the study, covering all withdrawal cognitions performed by employees. The act of withdrawal consists of several components that simultaneously appear in the individual in the form of thoughts of leaving, the desire to find other job vacancies, evaluating the possibility of finding decent work elsewhere, and the desire to leave the organization (Fogarty et al., 2017). Park & Min (2020) identifies factors that influence turnover in the hospitality industry. It starts with paying attention to organizational factors, such as role conflict, role ambiguity, organizational changes (organizational change), and individual factors (locus of control). The same thing was done by Guarnaccia et al. (2018). They analyzed the effect of role conflict and role ambiguity on job insecurity and its potential consequences (organizational commitment and job satisfaction).

C. Research Methodology

The population in this study is millennials who work in the hospitality sector in the Sarbagita area. This research uses the Lemeshow formula to calculate the minimum number of samples required (Kurtessis et al., 2017). The minimum number of samples is 96 people. The sampling technique used in this study is non-probability sampling, which is a sampling technique that provides unequal opportunities or opportunities for each element or member of the population to be selected as a sample. As control over this research, the researcher determined a criterion to make it easier to obtain information from the respondents by the sampling technique used based on the objectives and certain considerations of the researcher (purposive sampling). The subjects, or units of analysis, in this study, were determined based on the following criteria: 1) only millennial employees born between 1980 and early 2000, and 2) employed in the hospitality industry in the Sarbagita area.

Data collection techniques applied in this study were questionnaires and interviews. All the questionnaire instruments used in this study adopted and adapted the multi-scale items used by several previous studies: the Authentic Leadership Questionnaire, Work-Life Balance Scale, and the Turnover Intention Questionnaires.

The quantitative (territory) approach with the positivism paradigm was chosen because it is considered relevant to the research objectives, where one of the objectives is to find the effect of authentic leadership and work-life balance that will influence their decision to stay or move to another place of work. To solve the existing problems, multiple linear regression analysis techniques are used with the help of the Statistical Package for Social Science (SPSS) version 28 program, which is carried out through several stages, including instrument testing, hypothesis testing, and concluding.

D. Result

Table 1. Variable Reliability Test Results

Characteristic	Percentage (%)
Gender:	
Male	52
Female	48
Age range:	
25-30 years	57
31-35 years	27
36-40 years	16

Source: Data Processed with SPSS (2022)

The majority of respondents in this study were male, at 52 percent, followed by females, at 48 percent. Based on that, it is known that the number of respondents with male and female gender is balanced and not significantly different. This is because there is an understanding of gender equality, where men and women have the same right to work without discrimination, as stated in the Global Code of Tourism Ethics and various Balinese government regulations related to tourism. From an age perspective, the data shows that the composition of human tourism resources is in the junior millennial category (under 30 years). This is relevant to the findings in previous empirical studies, which state that Indonesia will get a demographic bonus because the millennial-age population will reach more than 60 percent in 2030 and dominate the national workforce. Furthermore, it was said that based on the results of the 2019 population survey, the population composition in the 15–64-year group was the most dominant, which is 68.7 percent of the total Indonesian population.

Table 2. Validity Test Results for Authentic Leadership Variables

Items	r-stat	Information
X1.1.1	0.706	Valid
X1.1.2	0.723	Valid
X1.1.3	0.827	Valid
X1.2.1	0.688	Valid
X1.2.2	0.798	Valid
X1.2.3	0.622	Valid
X1.2.4	0.814	Valid
X1.2.5	0.775	Valid
X1.2.6	0.719	Valid
X1.3.1	0.700	Valid
X1.3.2	0.738	Valid
X1.3.3	0.669	Valid
X1.3.4	0.749	Valid
X1.4.1	0.763	Valid
X1.4.2	0.759	Valid
X1.4.3	0.749	Valid

Source: Data Processed with SPSS (2022)

The results obtained from the validity test show that all the questions to measure the Authentic Leadership variable have an r-stat value greater than the r table, so they are declared valid.

Table 2: Work Life Balance Variable Validity Test Results

Items	r-stat	Information
X2.1.1	0.824	Valid
X2.1.2	0.860	Valid
X2.2.1	0.866	Valid
X2.2.1	0.777	Valid
X2.2.2	0.859	Valid
X2.2.3	0.866	Valid

Source: Data Processed with SPSS (2022)

The results obtained are in accordance with the provisions of the Pearson Product Moment table, where the calculated r-stat value is greater than 0.195. Therefore, all question items to measure the Work Life Balance variable are considered valid.

Table 3. Turnover Intention Variable Validity Test Results

Items	r-stat	Information
Y1.1.1	0.881	Valid
Y1.1.2	0.887	Valid
Y1.1.3	0.929	Valid
Y1.1.4	0.474	Valid

Source: Data Processed with SPSS (2022)

The results obtained are by the provisions of the Pearson Product Moment table, where from the four question items in the questionnaire, the r-stat value is greater than 0.195. Therefore, all question items to measure the Authentic Leadership, Work-Life Balance, and Turnover Intention variables are valid.

Next is the reliability test on the questionnaire. Cronbach's Coefficient Alpha is used to test the reliability level, indicating how far the items in the study are positively correlated with each other. The value of Cronbach's alpha ranges from 0 to 1. The closer Cronbach's alpha is to a value of 1.0, the better the reliability of the measuring instrument. The results of data reliability testing using the Coefficient Croanbach's Alpha can be seen in table 4.

Table 4. Variable Reliability Test Results

Variable	Cronbach's Alpha	Information
Authentic Leadership (X1)	0.909	Reliable
Work Life Balance (X2)	0.845	Reliable
Turnover Intention (Y1)	0.788	Reliable

Source: Statistical Test Results

Table 4 shows that the alpha values for the two variables are in good reliability, greater than 0.80, namely the authentic leadership and work-life balance variables with values of 0.909 and 0.845, respectively. At the same time, the alpha value for the variable Turnover Intention is in the accepted category with a value of 0.788. Thus, it can be concluded that all question items are declared reliable, so there are no question items that must be reduced.

Table 5. Multicollinearity Test Results

Model	Collinearity Statistic	
	Tolerance	**VIF**
(Constant)		
Authentic Leadership	.522	1.914
Worklife Balance	.522	1.914

Source: Data Processed with SPSS (2022)

The rule of thumb for decision-making is that if the tolerance value is more than 0.10 and the VIF (Variance Inflation Factor) value is below 10, there is no multicollinearity problem with the tested data. Conversely, if the tolerance value is less than 0.10 and the VIF value is above 10, then a multicollinearity problem occurs. Table 1 shows that the tolerance value of the two independent variables is more than 0.10 and the VIF value is less than 10. The authentic leadership and work-life balance variables have a tolerance value of 0.522 with a VIF of 1.914. Thus, it can be concluded that there is no multicollinearity problem with the data in this research model.
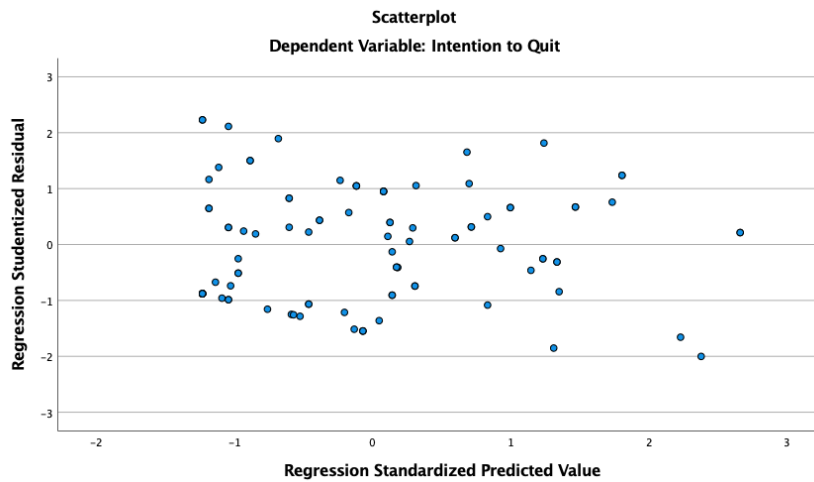

Figure 1. Scatterplot of Heteroscedasticity Test Results
Source: Data Processed with SPSS (2022)

Based on the scatterplot output in Figure 1, it can be seen that the data points spread around the number 0, not only at the top or bottom, and do not form a certain pattern. It can be concluded that there is no heteroscedasticity problem, so an ideal regression model can be fulfilled.
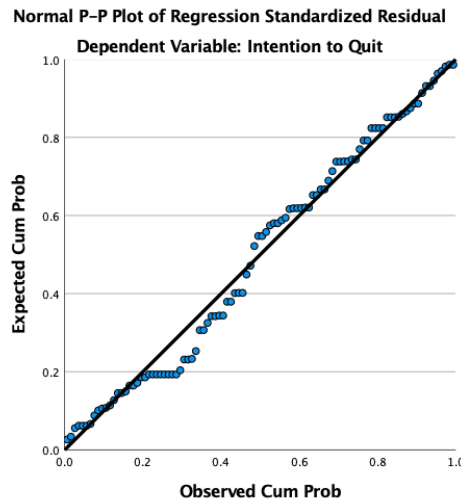
Figure 2. Normality P-Plot Test Results
Source: Data Processed with SPSS (2022)

The P-P plot in the output in Figure 2 shows that the data points are spread around the diagonal line. Therefore, it can be concluded that the residual value is normally distributed so that the residual value normality requirements for regression analysis can be fulfilled.

Table 6. Authentic Leadership Variables on Turnover Intention Variables

Model	Unstandardized Coefficients		Standardized Coefficient		
	B	Std. Error	Beta	t	Sig.
(Constant)	20.164	2.243		8.991	<.001
Authentic Leadership	-.155	.034	-.416	-4.528	<.001

Dependent Variable: Intention to Quit
Source: Data Processed with SPSS (2022)

Table 6 shows that the significance value of the Authentic Leadership (X1) variable on Intention to Quit (Y1) is 0.001, which is smaller than 0.05. In addition, the t-stat value is also greater than the t-table (1.66), where the t-count is 4.528. The significance value and t-stat indicate that the authentic leadership variable positively and significantly affects turnover intention. In other words, the first hypothesis (H1) is supported. To prove the second hypothesis that the authentic leadership variable has a positive and significant effect on the work-life balance

variable, the regression coefficient significance test was carried out using the t-test.

Table 7. Leadership Variables on Work Life Balance Variables

Model	Unstandardized Coefficients		Standardized Coefficient		
	B	Std. Error	Beta	t	Sig.
(Constant)	6.064	1.983		3.058	.003
Authentic Leadership	.287	.030	.691	9.466	<.001

Dependent Variable: Work Life Balance
Source: Data Processed with SPSS (2022)

Table 7 shows that the significance value of the Authentic Leadership (X1) variable on Work-Life Balance (X2) is 0.001, which is smaller than 0.05. In addition, the t-count value is also greater than the t-table (1.66), where the t-count is 9.466. This significance value and t count indicate that the authentic leadership variable positively and significantly affects work-life balance. In other words, the second hypothesis (H2) is supported. To prove the third hypothesis, namely that the work-life balance variable has a positive and significant effect on the Turnover Intention variable, the regression coefficient significance test was carried out using the t-test.

Table 8. Work Life Balance Variables on Turnover Intention

Model	Unstandardized Coefficients		Standardized Coefficient		
	B	Std. Error	Beta	t	Sig.
(Constant)	21.068	1.975		10.667	<.001
Work Life Balance	-.444	.079	-.494	-5.625	<.001

Dependent Variable: Intention to Quit
Source: Data Processed with SPSS (2022)

Table 8 shows that the significance value of the Work-Life Balance (X2) variable on Turnover Intention (Y1) is 0.001, which is smaller than 0.05. In addition, the t-count value is also greater than the t-table (1.66), where the t-count is 5.625. The significance value and t-stat indicate that the work-life balance variable positively and significantly affects turnover intention. In other words, the third hypothesis (H3) is supported.

A multilevel regression analysis was carried out to prove the fourth hypothesis: that the work-life balance variable mediates the relationship between the authentic leadership variable and the turnover intention of millennial employees. This regression calculation technique is carried out using the model developed by Baron and Kenny (1986) with the causal step method. This method is combined with the Sobel test to calculate the significance of the effect. The results of testing the fourth hypothesis (H4) are shown in Table 5.

Table 9. Authentic Leadership Test Results on Turnover Intention With Work Life Balance as a Mediating Variable

Model	Unstandardized Coefficients		Standardized Coefficient Beta	t	Sig.
	B	Std. Error			
(Constant)	20.164	2.243		8.991	<.001
Authentic Leadership	-.155	.034	-.416	-4.528	<.001

Dependent Variable: Intention to Quit
Source: Data Processed with SPSS (2022)

Table 10. Authentic Leadership Test Results on Turnover Intention With Work Life Balance as a Mediating Variable

Model	Unstandardized Coeffecients		Standardized Coefficient Beta	t	Sig.
	B	Std. Error			
(Constant)	22.320	2.240		3.965	<.001
Authentic Leadership	-.053	.045	-.143	-1.176	.242
Work Life Balance	-.355	.109	-.395	-3.260	.002

Dependent Variable: Intention to Quit
Source: Data Processed with SPSS (2022)

The regression results show that the authentic leadership regression coefficient on the intention to quit is 0.155, with a standard error of 0.034 and a significance value of 0.001. Then, for work-life balance, the regression coefficient value is 0.355 with a standard error of 0.109 and a significance value of 0.002. Thus, authentic leadership has a significant direct effect on turnover intention, and work-life balance significantly affects turnover intention. The basis of decision-making for this mediating variable is: (1) If the value of z is less than 1.96, it is unable to mediate the effect of the independent variable on the dependent

variable; (2) If the z value is greater than 1.96, then it is capable of mediating the effect of the independent variable on the dependent variable.

Table 11. Sobel Test Results

Input			Test statistic	Std. Error	P-Value
a	0,155	Sobel Test	2,65007388	0,02076357	0,00804742
b	0,355	Aroian Test	2,60884451	0,02109171	0,00908485
Sa	0,034	Goodman Test	2,69332186	0,02043016	0,00707439
Sb	0,109				

Source: Data Processed with SPSS (2022)

Based on the conditioning steps of testing the effect of mediation developed by Baron and Kenny, it can be seen that work-life balance cannot mediate the effect of authentic leadership on the turnover intention of millennial employees. This can be seen from the p-value in Table 6 of 0.008, which is smaller than 1.96. This result contradicts the proposed hypothesis. In other words, the fourth hypothesis (H4) is not supported.

E. Discussion

Authentic leadership has a positive and significant effect on turnover intention. In other words, the first hypothesis (H1) is supported. This is further disclosed in the research of Kida et al. (2020b) and Stander et al. (2015), which aims to explore the effect of perceived authentic leadership on followers' organizational citizenship behavior and their intention to quit their jobs, as well as examine the indirect effect of psychological ownership in relationships relevant. This study used a cross-sectional survey design to collect data from a sample of South African service industry employees (N = 384). This study uses structural equation modeling (SEM) to test the formulated hypothesis. The study results show that psychological ownership indirectly affects the relationship between authentic leadership and employees' organizational citizenship behavior and their intention to quit. This study allows organizations to understand better how contextual resources such as authentic leadership behavior can influence followers' organizational citizenship and intention to quit through increased feelings of organizational ownership. This study is very relevant if it is associated with the unique characteristics of millennials.

The second finding of this study is that authentic leadership has a positive and significant effect on the work-life balance of millennial workers. The authentic leadership approach is a process that draws from both positive psychological capacities and highly developed organizational contexts, which results in greater

self-awareness and self-regulation. This encourages positive self-development. Positive modeling by authentic leaders can promote internal regulation among followers, contributing to greater positive attitudes, well-being, and performance (Rahimnia & Sharifirad, 2015). Although many studies have illustrated the effects of authentic leadership in the work domain, little is known about how perceptions of authentic leadership affect followers' work-family balance (Lyu et al., 2019b). The problem of WFB is now increasingly attracting attention in eastern and western countries (Casper et al., 2017). Scholars have provided empirical support for the idea that WFB facilitates job satisfaction, improves family quality (Russo et al., 2016), and reduces anxiety, depression, and stress (Olugbade & Karatepe, 2019)

The third finding of this study is that work-life balance has a positive and significant effect on turnover intention. Work-life balance perception is positively related to person-organization fitness (POF), and POF is negatively related to the intention to leave work (Kakar et al., 2019). Thus, it is logical to predict that person-organization fit mediates the effect of WLBP on the intention to leave work. This is in line with previous research where it was emphasized that organizational practices reflect organizational values and tend to strengthen them (Presbitero, 2017; Presbitero et al., 2016). Furthermore, organizational practices are how organizational norms and values are communicated to employees. From a social exchange perspective, when employees perceive organizational practices as a present, they are more likely to understand organizational norms and values (Kooij & Boon, 2018), which, in turn, enhances fit and commitment to the organization and reduces their intention to leave work (Andela & van der Doef, 2019).

The fourth finding of this study is that work-life balance cannot mediate the effect of authentic leadership on the turnover intention of millennial employees. Based on the results of interviews with the Human Capital Manager and General Manager at two hotels in Ubud, it is known that hotel management is very concerned about employees' welfare and physical and psychological well-being. Since the pandemic, these two hotels have remained open, although with some adjustments. However, in terms of the workforce system, the hotel is trying to find alternatives other than laying off employees, for example, by regulating working hours, the number of trainees, and daily workers. Through this interview, it was found that employees with a good work-life balance tend to have a lower turnover intention than other employees who have a low perception of work-life balance, which shows the opposite result.

Indeed, the factors that influence the intention of turnover of millennial employees do not only involve work-life balance factors. Other factors play a role in influencing turnover intention. Some of these factors include career

development opportunities and compensation. Employees will feel that the company recognizes their work when they get career development opportunities and high compensation. On the other hand, career development opportunities and satisfactory compensation for employees can affect employees' work-life balance as well. Career development and high compensation can increase employee morale, which will help employees make more contributions to the company. So, if employees can organize and carry out their work well, they can freely spend time outside work with their families. This is important because most of the employees at this hotel belong to the millennial generation, with different characteristics and work orientations than their predecessors in the workplace.

The work-life balance program offered by the company, which is considered to greatly affect the flexibility of employees to balance work and personal life, is a family-friendly benefits program that includes more flexible time, job sharing, telecommuting, and others. In terms of leadership, the employees agreed that an authentic leader's function greatly influences their perception of work-life balance. Initially, the informants did not understand the essence of authentic leadership, but after being explained, they answered the elements of authentic leadership they could see in their leaders. This suggests that leadership is one of the variables that play a significant role in millennial employees' work-life balance. However, high or low employee turnover intentions are not only motivated by work-life balance, as previously stated. Based on the results of the research, high or low turnover intention can come from two perspectives or points of view. From the company's perspective, it believes that employee turnover intentions will decrease if employees are given increased compensation. However, from an employee perspective, the high turnover intention is not only influenced by the level of compensation. Employees also have the opportunity for future career development. The more difficult it is for employees to pursue promotions, the more likely employees will consider working for other companies. This condition needs special attention from the company.

F. Conclusion

Referring to the problem formulation, research objectives, discussion, and research results, it can be concluded that three hypotheses are supported (H1, H2, and H3), while one hypothesis is not supported (H4). The main finding of this study is that the role of work-life balance as a mediator variable between authentic leadership and turnover intention is not proven significant. The dimensions of authentic leadership and work-life balance variables were found to have a positive and significant effect on millennial hotel employees' intention to leave.

The recommendations that can be drawn from this study are as follows. Hotel management is advised to elaborate on a clear, transparent, directed, and

structured work-life balance program for millennial employees who work in their respective hotel/villa businesses. This will spur them to contribute as much as possible to the company and have relatively low exit intentions. Another compensation issue to increase employee retention is a competitive benefits program. By providing millennial employees with a wider variety of benefits, they feel more "individual" and "in control," reducing the desire to move to another place of work. Recognition from superiors to millennial employees as a form of appreciation can be tangible or intangible. Real recognition, such as attendance or other special awards, comes in many forms. Hotel management is advised to be able to provide feedback to employees acknowledging the extra effort and performance of the individual so that millennial employees can spot mistakes and correct deficiencies. To reduce turnover intentions and retain potential millennial employees, hotel/villa management is advised to design the nature of the tasks and work performed. The design of tasks and work can be seen in the responsibilities, flexibility, and balance between work and social life, as well as working conditions and atmosphere. Examples of task designs coveted by millennial employees are non-binding and flexible work schedules and dynamic room arrangements that can support their work spirit.

This research has been attempted and carried out by scientific procedures. However, there are still some limitations that need to be considered. In this study, only two variables were discussed as predictors of employee turnover intentions: authentic leadership and work-life balance. In contrast, many other variables could potentially affect employee turnover intentions but are not discussed in this study. In addition, this study was conducted with a cross-sectional approach with a limited number of respondents, so it has not been able to predict the influence between variables in the long term. Thus, it is hoped that in future research, some of these limitations can be considered so that the sharpness of the analysis can be improved to enrich the essence of research for other parties.

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