

Work Transformation of Generation Y in the Current of Information Technology

Work Transformation
of Generation Y

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ABSTRACT

The research aims to examine the concrete impact of work transformation triggered by information technology on Generation Y in the current industrial environment. This study will employ a quantitative approach with quantitative methods to collect data. The research population consists of Generation Y employees in both private and government institutions exposed to the use of information technology in their work context. Sampling will be randomly conducted on a number of Generation Y employees representing various work units in several manufacturing companies and government agencies in the West Nusa Tenggara Province. This study uses a survey instrument developed based on existing theoretical frameworks and relevant literature. Descriptive statistical analysis will be used to provide an overview of the respondents' profiles and main patterns in the data. The collected data will be processed and analyzed using the Statistical Package for the Social Sciences (SPSS) software version 26. Linear regression analysis and descriptive statistical analysis will be employed to explain the relationship between technology adaptation variables and work engagement, organizational commitment, and turnover intention. Simultaneous analysis results indicate that the four variables, namely Information Technology Adaptation (X1), Price and Organizational Commitment (X2), Organizational Support (X3), and Work Engagement (X4), collectively have a significant influence on Turnover Intention (Y). In this regard, the findings suggest that to reduce the tendency of job turnover intention, organizations need to simultaneously pay attention to and enhance these factors. Efforts to improve the level of technology adaptation, price and organizational commitment, organizational support, and employee work engagement can help reduce the level of turnover intention. Turnover intention is not only influenced by one factor but is the result of various interrelated factors. Managing technology adaptation, organizational commitment, organizational support, and work engagement is crucial in minimizing the tendency to intend to leave the job.

Keywords: Transformation, Work, Generation Y, Information Technology

ABSTRAK

Penelitian ini bertujuan untuk melihat dampak konkrit dari transformasi kerja yang dipicu oleh teknologi informasi pada Generasi Y di lingkungan industri saat ini. Studi ini akan menggunakan pendekatan kuantitatif dengan metode kuantitatif untuk mengumpulkan data. Sedangkan Populasi penelitian ini adalah karyawan Generasi Y di Instansi swasta maupun pemerintah yang terpapar dengan penggunaan teknologi informasi dalam konteks pekerjaan mereka. Pengambilan sampel akan dilakukan secara acak terhadap sejumlah karyawan Generasi Y yang mewakili berbagai unit

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kerja di beberapa perusahaan manufaktur dan instansi pemerintah di Propinsi Nusa Tenggara Barat. Dalam penelitian ini menggunakan Instrumen survei, yang dikembangkan berdasarkan kerangka teoritis yang ada serta literatur terkait. Analisis statistik deskriptif juga akan digunakan untuk memberikan gambaran umum tentang profil responden dan pola-pola utama dalam data. Data yang terkumpul akan diolah dan dianalisis menggunakan perangkat lunak Statistical Package for the Social Sciences (SPSS) versi 26. Analisis regresi linear dan analisis statistik deskriptif akan digunakan untuk menjelaskan hubungan antara variabel adaptasi teknologi dengan keterlibatan kerja, komitmen organisasional, dan niat untuk berpindah (*turnover intention*). Hasil analisis simultan menunjukkan bahwa keempat variabel tersebut, yaitu Adaptasi Teknologi Informasi (X1), Harga dan Komitmen Organisasional (X2), Dukungan Organisasi (X3), dan Work Engagement (X4) secara bersama-sama memiliki pengaruh signifikan terhadap Turnover Intention (Y). Dalam hal ini, hasil tersebut menunjukkan bahwa untuk mengurangi kecenderungan niat berpindah dari pekerjaan, penting bagi organisasi untuk memperhatikan dan meningkatkan faktor-faktor tersebut secara simultan. Bahwa upaya untuk meningkatkan tingkat adaptasi teknologi, harga dan komitmen organisasi, dukungan organisasi, serta keterlibatan kerja dari karyawan dapat membantu mengurangi tingkat niat untuk berpindah (*Turnover Intention*). Turnover Intention tidak hanya dipengaruhi oleh satu faktor, tetapi merupakan hasil dari berbagai faktor yang saling terkait. Mengelola adaptasi teknologi, komitmen terhadap organisasi, dukungan dari organisasi, dan keterlibatan kerja merupakan aspek penting dalam meminimalkan kecenderungan niat untuk berpindah dari pekerjaan.

Kata kunci: Transformasi, Kerja, Generasi Y, Teknologi informasi

INTRODUCTION

The exponential changes in information technology have changed the work paradigm globally. Generation Y, who grew up in this digital age, witnessed the rapid evolution of technology, affecting the way they interact with work and the work environment. This generation is accustomed to high connectivity, multitasking capabilities, and quick adaptation to technological innovations.

The presence of Generation Y in today's workforce raises questions about how they respond to information technology transformation and how this affects their work patterns, engagement, and commitment to the organization. A deep understanding of how Generation Y adjusts to the flow of information technology is important for organizations looking to retain employees, increase productivity and strengthen commitment in a rapidly changing work environment.

A number of interesting cases show how Generation Y adopts and adapts to information technology in the work environment. For example, the case of implementing collaboration platforms such as Slack, Microsoft Teams, or Asana that have become core to modern teamwork. Generation Y tends to utilize these tools intuitively, changing the way they communicate, share information, and organize projects. Other cases include the adaptation to technology in the decision-making process. The use of data analytics and AI in analyzing market trends or optimizing business processes has been an area where Generation Y tends to adapt quickly, bringing added value to their organizations.

However, not all cases of technology adaptation are smooth. There are challenges related to data security, privacy and technical skills that still need to be overcome. Generation Y is often faced with demands to understand and use the latest technologies at a fast pace, which can create uncertainty and additional stress in a constantly changing work environment.

According to Howe and Strauss (2009), authors of "Millennials Rising: The Next Great Generation," Generation Y is considered an optimistic, passionate, and creative group. They tend to prioritize collaboration, diversity, and engagement in their social and work environments.

As explained by Twenge (2017) in his book "Gen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy - and Completely

Unprepared for Adulthood - and What That Means for the Rest of Us," Generation Y often has a strong attachment to technology and social media. They are used to continuous interaction through digital platforms.

According to PricewaterhouseCoopers (PwC) (2013), Generation Y is also known as a group that seeks meaning in their work. They pursue a balance between personal and professional life and pay attention to social impact and the values championed by the companies they work for.

This study aims to look at the concrete impact of information technology-driven work transformation on Generation Y in today's industrial environment. By understanding how this generation interacts with technology, we can explore ways to increase their commitment to the organization and minimize potential turnover intention in the work environment.

LITERATURE REVIEW

Generation Y Profile in the Work Context

There are a number of distinctive traits and preferences that influence the way they interact, work, and contribute to the work environment. Generation Y, who grew up in an era of rapid technology, has distinctive characteristics that shape workplace dynamics. They are naturally engaged with high technology, using digital tools to communicate, collaborate and complete daily tasks. The prioritization of collaboration, connectedness, and inclusive work environments makes them respond positively to collaborative leadership styles. Work-life balance is crucial to them, with an emphasis on leisure time, activities outside of work, and time flexibility. Generation Y seeks engagement in work, values purposeful feedback, and seeks greater meaning and purpose in their work. Flexibility of the work environment, creativity, innovation, and quick adaptability to change are key aspects that shape their identity in the workplace. The ability to multitask and open communication through various platforms also characterize them, while rewarding contributions, recognition, and a balance between constructive feedback and praise play an important role in motivating and improving their performance.

The Impact of Information Technology on Generation Y Work Behavior

Generation Y, which grew up in an era of rapid technology, has a very close relationship with information technology (Na'desh, 2008; Szymkowiak et al., 2021). The use of digital tools and high connectivity has changed the way they interact, work, and contribute to the work environment. One of the main impacts of information technology is the change in Generation Y's work patterns (McCrindle, 2006). They tend to be more flexible in choosing their work time and place, utilizing digital tools to work remotely, or using collaboration platforms to communicate and share information with colleagues in different locations (Erickson, 2008; Islam et al., 2011; Rai, 2012).

Information technology also gives Generation Y more flexibility in organizing and completing work tasks. They use apps and software that make it easier to plan, organize and execute their tasks more efficiently. In addition, easy access to various online information sources allows them to search for knowledge instantly, solve problems, and complete tasks faster.

Social media use is also an important aspect of the impact of information technology on Generation Y's work behavior. They tend to use these platforms to interact, share ideas, and build professional networks (Bilgihan et al., 2014; Bolton et al., 2013; Nuzulita & Subriadi, 2020). However, too much time spent on social media can also be a distraction to their work productivity.

When it comes to communication, information technology provides speed and convenience for Generation Y. They tend to use email, instant messaging, and video calls to communicate with their coworkers and superiors. These capabilities speed up the flow of information, enable better collaboration and reduce communication barriers in the workplace.

However, the changes are not always positive. Generation Y often has difficulty creating boundaries between work and personal time. Technology that allows constant access to work can make it difficult for them to truly "switch off" from work and take a full break.

In addition, too much information available through technology can also create additional pressure on Generation Y. They often feel pressured by expectations to be connected, instantly responsive and complete tasks quickly, which can disrupt their work-life balance.

Technology also influences the leadership style desired by Generation Y. They tend to value leadership that is open, digitally connected, and provides clear direction and continuous feedback (Bresciani et al., 2021; Kazim, 2019; Rony, 2019).

As such, the impact of information technology on Generation Y's work behavior is creating a new paradigm in how they interact with work and the work environment. Understanding how technology affects these behaviors is important for companies to design more adaptive and effective human resource management strategies to support the growth and engagement of Generation Y in the workplace.

Previous Research

Based on a literature review in Scopus indexed journals, several previous studies have examined aspects related to information technology adaptation and Generation Y work behavior in various industrial contexts, as follows. First, research by Nor et al. (2019), this study highlights the relationship between information technology adaptation and the level of work engagement from the perspective of Generation Y in the service sector. The results show that good adaptation to technology contributes to higher work engagement among this generation.

Furthermore, the research of Murniarti et al. (2022), this study explores the relationship between digital literacy and organizational commitment of Generation Y, especially in the information technology sector. The findings show that high levels of digital literacy have a significant correlation with stronger levels of commitment to the organization.

Then the research of Simões et al. (2020). This research shows that effective adoption of collaboration tools is associated with lower turnover intention among this generation.

While the research of Stokes (2019); Waworuntu et al. (2022). This research highlights the role of work-life balance and technology use in increasing Generation Y's job satisfaction. The findings show that proper integration between work-life balance and technology utilization has a positive impact on this generation's level of job satisfaction.

Framework

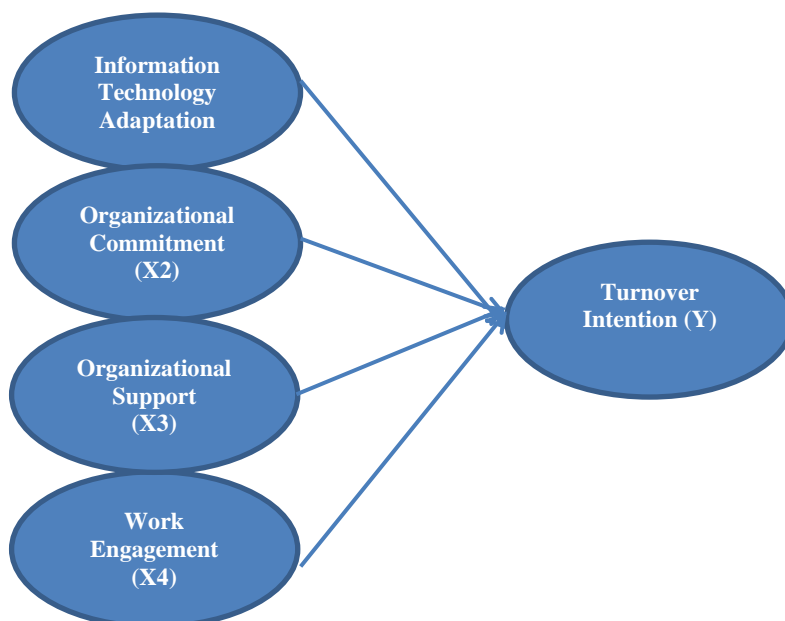


Figure 1. Research Framework

Statistical Hypothesis

1. Hypothesis 1:
 - H0 (Null Hypothesis): There is no influence between information technology adaptation and Work Engagement.
 - H1 (Alternative Hypothesis): There is a positive relationship between the level of information technology adaptation and Work Engagement.
2. Hypothesis 2:
 - H0: There is no influence between Organizational Commitment and Work Engagement.
 - H1: there is an influence between Organizational Commitment on Work Engagement
3. Hypothesis 3:
 - H0: There is no positive influence between organizational support and work engagement.
 - H3: there is a positive influence between organizational support on work engagement
4. Hypothesis 4:
 - H0: There is no positive influence between work engagement and Turnover Intention.
 - H4: there is a positive influence between work engagement on Turnover Intention
5. Hypothesis 5:
 - H0: There is no positive influence between information technology adaptation, organizational commitment, and organizational support on Generation Y's turnover intention.
 - H5: there is a positive influence between information technology adaptation, organizational commitment, and organizational support on Generation Y's turnover intention.

METHODS

This study will use a quantitative approach with quantitative methods to collect data. The population of this study is Generation Y employees in private and government agencies who are exposed to the use of information technology in the context of their

work. Sampling will be conducted randomly on a number of Generation Y employees representing various work units in several manufacturing companies and government agencies in West Nusa Tenggara Province.

This study uses a survey instrument, which is developed based on the existing theoretical framework and related literature. The survey will consist of structured questions that measure aspects such as technology adaptation, work engagement, organizational commitment, and turnover intention in the context of information technology.

The next stage of data collection is conducted through an online survey given to Generation Y employee respondents. The survey will be distributed through an online platform and has a flexible completion schedule to allow for maximum participation. Finally, the collected data will be analyzed using various statistical analysis techniques, such as regression analysis to measure the influence between the variables of technology adaptation and work engagement, organizational commitment, organizational support, work engagement and turnover intention. Descriptive statistical analysis will also be used to provide an overview of the respondent profile and key patterns in the data.

The collected data will be processed and analyzed using the Statistical Package for the Social Sciences (SPSS) software version 26. Linear regression analysis and descriptive statistical analysis will be used to explain the relationship between the variables of technology adaptation with work engagement, organizational commitment, and turnover intention.

RESULTS AND DISCUSSION

Respondent Characteristics

Classification of Respondents by Gender, Age, and Education Level can be seen as presented in the following table:

Table 1. Classification of Respondents Based on Gender

No.	Gender	Number of Respondents	Percentage (%)
1	Female	35	69%
2	Male	16	31%
	Total	51	100%

Source: Primary Data Processed

Table 2: Characteristics of Respondents Based on Age

No.	Age (years)	Number of Respondents	Percentage (%)
1	31 - 40	30	59%
2	41 - 50	21	41%
	Total	51	100%

Source: Primary Data Processed

Table 3. Characteristics of Respondents Based on Education Level

No.	Last Education	Number of Respondents	Percentage (%)
1	HIGH SCHOOL	5	10%
2	Diploma	15	29%
3	Bachelor (S1)	31	61%
	Total	51	100%

Source: Primary Data Processed

From the table above, it can be seen that the majority of respondents are Bachelor graduates (S1) with 31 respondents or 61%, 15 respondents or 29% are Diploma graduates, 5 respondents or 10% are high school graduates.

Multicollinearity Test

The multicollinearity test aims to test whether a research regression model finds a correlation between independent variables. According to Ghazali (2015) testing for multicollinearity is done by paying attention to the amount of tolerance value and the amount of VIF. The guidelines for making multicollinearity test decisions with Tolerance and VIF:

Tolerance in the context of regression analysis can be used as an indicator to detect multicollinearity in the model. If the Tolerance value is greater than 0.10, it can be concluded that there is no multicollinearity, indicating that the independent variables in the regression model are not highly correlated. Conversely, if the Tolerance value is less than 0.10, this indicates the possibility of multicollinearity in the regression model, which may affect the interpretation of the regression analysis results and may lead to problems of parameter estimation instability. Therefore, understanding the Tolerance value is crucial in evaluating the sustainability of the regression model in relation to multicollinearity.

Variance Inflation Factor (VIF) is a metric used to evaluate the level of multicollinearity in a regression model. If the VIF value is less than 10.00, it can be concluded that there is no multicollinearity in the regression model. This indicates that the independent variables in the regression analysis are not highly correlated with each other, allowing for a more stable interpretation of the impact of each variable. Conversely, if the VIF value exceeds 10.00, it indicates potential multicollinearity, which may affect the stability and accuracy of the parameter estimates. Therefore, monitoring VIF values is important in regression analysis to ensure the validity of the interpretation of regression results as well as the accuracy of model estimation.

The results of the multicollinearity test in this study are as follows.

Table 4. Multicollinearity Test Results

Model	Coefficients ^a				Collinearity Statistics			
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1								
(Constant)	-15.764	4.377		3.602	<.001			
IT Adapt	.364	.133	.261	2.731	.009	.875	1.143	
Org Commit	.225	.097	.217	2.317	.025	.907	1.103	
Org Support	.453	.121	.353	3.754	<.001	.902	1.109	
Work Eng	.733	.127	.532	5.759	<.001	.933	1.072	

a. Dependent Variable: Turnover Intention

Based on the appearance of the SPSS output table above, it can be seen that in all variables, both Information Technology Adaptation, Organizational Commitment, Organizational Support, Work Engagement and Turnover Intention, show a tolerance value greater than 0.100 and a VIF value smaller than 10.00. So, it can be concluded in this test that there are no symptoms or multicollinearity problems.

Autocorrelation Test

The autocorrelation test aims to determine whether in a linear regression model there is a correlation between confounding errors in period t and confounding errors in period

t-1 (previous). To see whether or not there are symptoms of autocorrelation, you can use the Durbin Watson test. The basis for decision making in the Durbin Watson test is:

Table 5. Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.796 ^a	.634	.602	1.615	1.449

a. Predictors: (Constant), Work Eng, Org Comm, Org Support, IT Adaptation

b. Dependent Variable: Turnover Intention

If the $DU < D < 4-DL$ value, there are no autocorrelation symptoms because D is greater than DU and D is greater than 4-DL, namely 1.499 Based on the *Durbin Watson* test above, it can be concluded that there are no autocorrelation symptoms or problems.

Heteroscedasticity Test

The heteroscedasticity test aims to test for differences in variance from the residual value in an observation period to another observation period. A good regression model is homoscedasticity, or no heteroscedasticity symptoms occur. The method used in this study is by looking at the Scatterplot graph. In the Scatterplot graph method, to assess whether heteroscedasticity symptoms occur, several provisions can be considered. First, the data points are plotted above and below or around the number 0 line. Second, the data points do not only gather on one side but are evenly distributed around the reference line. Third, the distribution of data points should not form a wavy pattern that widens, narrows, and then widens again. Finally, the distribution of data points is not expected to form a specific pattern. If the Scatterplot graph meets these conditions, it can be assumed that there are no symptoms of heteroscedasticity, so that the interpretation of the regression analysis results becomes more reliable.

The results of the heteroscedasticity test are as follows:

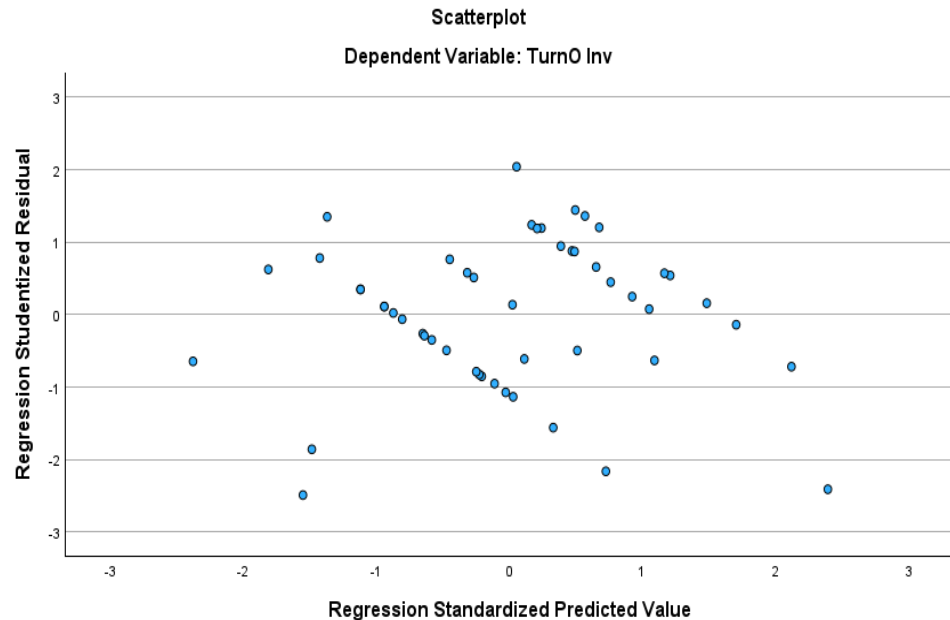


Figure 2. Heteroscedasticity Test Results

Based on the above provisions, it can be concluded that there is no heteroscedasticity problem. So that from the three classic assumption tests it is confirmed that they have met the requirements to proceed to multiple linear regression analysis.

Multiple Linear Regression Analysis

Multiple linear regression analysis aims to find the effect of two or more independent variables / independent variables (X) on the dependent variable / dependent variable (Y). The results of multiple linear regression calculations with the SPSS program in this study are as follows:

Table 6. Multiple Linear Regression Test Results

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	-15.764	4.377			3.602	<.001
IT Adapt	.364	.133	.261		2.731	.009
Org Commit	.225	.097	.217		2.317	.025
Org Support	.453	.121	.353		3.754	<.001
Work Eng	.733	.127	.532		5.759	<.001

a. Dependent Variable: Turnover Intention

In the "Coefficients" table above, it can be explained about the multiple regression equation in this study. The regression equation formula in this study is as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

$$Y = -15.764 + 0.364X_1 + 0.225X_2 + 0.453X_3 + 0.733X_4 + e$$

From the regression equation above, the conclusion that can be explained is as follows:

The constant value (α) of -15.764 with a negative sign state that if the variables of Information Technology Adaptation, Organizational Commitment, Organizational Support, Work Engagement and Turnover Intention are considered constant, the value of Y is -15.764.

The regression coefficient value of the Information Technology Adaptation variable (X1) of 0.364 with a positive sign state that if the level of Information Technology Adaptation increases by one unit with the assumption that the other independent variables are constant, then Turnover Intention will increase by 0.364.

The regression coefficient value of the variable Price and Organizational Commitment (X2) of 0.225 with a positive sign state that if the level of Organizational Commitment increases by one unit with the assumption that the other independent variables are constant, then Turnover Intention will increase by 0.225.

The regression coefficient value of the Organizational Support variable, (X3) of 0.453 with a positive sign state that if the level of Organizational Support increases by one unit assuming other independent variables are constant, then Turnover Intention will increase by 0.453.

The regression coefficient value of the Work Engagement variable, (X4) of 0.733 with a positive sign state that if the level of Work Engagement, increases by one unit with the assumption that the other independent variables are constant, then Turnover Intention will increase by 0.733.

Coefficient of Determination (R Square)

The Coefficient of Determination (R Square) aims to measure how much the percentage of the influence of the independent or independent variable on the dependent or bound variable in units of percent in a research regression model. The results of the coefficient of determination test in this study are as follows:

Table 7. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.796 ^a	.634	.602	1.615	1.449

a. Predictors: (Constant), Work Eng, Org Comm, Org Support, IT Adaptation

b. Dependent Variable: Turnover Intention

Based on the SPSS "Model Summary" output table above, it is known that the coefficient of determination / R Square is 0.634 or equal to 63.4%. This figure means that the variables of Information Technology Adaptation, Organizational Commitment, Organizational Support, Work Engagement and simultaneously (together) affect the variable (Y) by 63.4%. While the rest (100% - 63.4% = 37.6%) is influenced by other variables outside this regression equation or variables not examined.

Hypothesis Test

T test

The T test basically aims to determine how far the influence of each independent variable on the dependent variable in a study. In conducting a partial T test, decision making can be done by looking at the Sig value. This study applies a significance value of 5% or 0.05 with the following criteria: if the P value (Sig) is greater than the threshold value (Ho), then the null hypothesis (Ho) is accepted. This means that there is no significant effect of the independent variable on Turnover Intention. Conversely, if the P value (Sig) is less than or equal to the threshold value (Ho), then the null hypothesis (Ho) is rejected. In this context, the rejection of the null hypothesis indicates a significant effect of the independent variable on Turnover Intention. This approach allows the research to determine the level of significance in testing the relationship between variables and provides an interpretative basis for the results of the statistical analysis conducted.

The results of the T test in this study are as follows:

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-15.764	4.377		-3.602	<.001
IT Adapt	.364	.133	.261	2.731	.009
Org Commit	.225	.097	.217	2.317	.025
Org Support	.453	.121	.353	3.754	<.001
Work Eng	.733	.127	.532	5.759	<.001

a. Dependent Variable: Turnover Intention

Based on the table above, the influence of the independent variable, Information Technology Adaptation (X1), on the dependent variable, Turnover Intention (Y), is tested. In this test, the null hypothesis (Ho) is proposed with the statement that the regression coefficient β_1 is equal to 0, which means that Information Technology Adaptation has no positive effect on Turnover Intention. Alternatively, the alternative hypothesis (H1) states that β_1 is greater than 0, indicating that Information Technology Adaptation has a significant positive effect on Turnover Intention. The test results will determine whether there is statistical evidence that supports one of these two hypotheses,

so that it can be concluded whether the Information Technology Adaptation variable plays a significant role in influencing the level of Turnover Intention.

The first hypothesis in this study is that Information Technology Adaptation (X1) has a positive effect on Turnover Intention (Y). Based on the SPSS "Coefficients" output table above, it is known that the Significance value (Sig) of the Information Technology Adaptation Sales variable is 0.009. Because the value of Sig. $0.009 < 0.05$ probability, it can be concluded that H1 is accepted, and Ho is rejected. This means that there is a significant influence between Information Technology Adaptation (X1) on Turnover Intention (Y).

In testing the effect of the independent variables, namely Price and Organizational Commitment (X2), on the dependent variable, namely Turnover Intention (Y), the hypothesis formulation is proposed as follows. The null hypothesis (Ho) states that the regression coefficient β_2 is equal to 0, which implies that Organizational Commitment has no positive effect on Turnover Intention. On the other hand, the alternative hypothesis (H2) states that β_2 is greater than 0, indicating that Organizational Commitment has a significant positive influence on Turnover Intention. This hypothesis testing process aims to obtain statistical evidence that supports one of the two hypotheses, so that conclusions can be drawn regarding the significance of the role of Organizational Commitment in influencing the level of Turnover Intention.

The second hypothesis in this study is that Price and Organizational Commitment (X2) have a positive effect on Turnover Intention (Y). Based on the SPSS "Coefficients" output table above, it is known that the Significance (Sig) value of the Organizational Commitment variable is 0.025. Because the value of Sig. $0.025 < 0.05$ probability, it can be concluded that Ho is rejected and H2 is accepted. This means that there is a significant influence between Price and Organizational Commitment (X2) on Turnover Intention (Y).

In testing the effect of the independent variable, namely Organizational Support (X3), on the dependent variable, namely Turnover Intention (Y), a null hypothesis (Ho) and an alternative hypothesis (H3) are proposed as the basis for testing. The null hypothesis states that the regression coefficient β_3 is equal to 0, indicating that Organizational Support has no positive effect on Turnover Intention. In contrast, the alternative hypothesis states that β_3 is greater than 0, indicating that Organizational Support has a significant positive influence on Turnover Intention. Through this hypothesis testing process, the main objective is to obtain statistical evidence that can support or reject one of the two hypotheses. The test results will provide further understanding of whether Organizational Support has a significant role in influencing the level of Turnover Intention.

The third hypothesis in this study is that EPS (X3) has a positive effect on Turnover Intention (Y). Based on the SPSS "Coefficients" output table above, it is known that the Significance (Sig) value of the Organizational Support variable is 0.001 because the Sig value. $0.001 < 0.05$ probability, it can be concluded that H3 is accepted, and Ho is rejected. This means that there is a significant influence between Organizational Support (X3) on Turnover Intention (Y).

In testing the effect of the independent variable, namely Work Engagement (X4), on the dependent variable, namely Turnover Intention (Y), a null hypothesis (Ho) and an alternative hypothesis (H3) are proposed as the basis for analysis. The null hypothesis states that the regression coefficient β_4 is equal to 0, which means that Work Engagement has no positive influence on Turnover Intention. In contrast, the alternative hypothesis states that β_4 is greater than 0, indicating that Work Engagement has a significant positive influence on Turnover Intention. Through this hypothesis testing process, the aim is to obtain statistical evidence that can support or reject one of the two hypotheses. Thus, the test results will provide further understanding of whether Work Engagement plays a significant role in influencing the level of Turnover Intention.

The fourth hypothesis in this study is that Work Engagement (X4) has a positive effect on Turnover Intention (Y). Based on the SPSS "Coefficients" output table above, it is known that the Significance (Sig) value of the Work Engagement variable is 0.001

Because the Sig. 0.001 < 0.05 probability, it can be concluded that H4 is accepted, and Ho is rejected. This means that there is a significant influence between Work Engagement (X4) on Turnover Intention (Y).

F test

The F test is used to determine the effect of the independent variables on the dependent variable in a study simultaneously or together. In testing the F test in this study, a significance value of 5% or 0.05 is used as a criterion for making decisions on the null hypothesis (Ho). If the P value (Sig) is greater than the significance level (α), then the null hypothesis is accepted. This indicates that there is no significant effect of the independent variable on Turnover Intention. Conversely, if the P value (Sig) is less than or equal to the significance level (α), the null hypothesis is rejected. Rejection of the null hypothesis indicates that there is a significant effect of the independent variable on Turnover Intention. This approach allows the research to make decisions based on the level of significance that has been set, providing an interpretative basis for the results of the statistical analysis carried out.

The results of the F test in this study are as follows:

Table 9. F Test Results

ANOVA ^a					
Model	Sum of Squares	d	Mean Square	F	Sig.
1 Regression	207.679	4	51.920	19.90	<.001 ^b
Residuals	120.007	4	2.609	1	
Total	327.686	5			
		0			

a. Dependent Variable: TurnO Inv

b. Predictors: (Constant), Work Eng, Kmtm Org, Dkng Org, IT Adaptation

H0: Information Technology Adaptation, Organizational Commitment, Organizational Support, Work Engagement simultaneously have no effect on Turnover Intention.

H1: Information Technology Adaptation, Organizational Commitment, Organizational Support, Work Engagement simultaneously have a significant effect on Turnover Intention.

Based on the SPSS "Anova" output table above, it is known that the Significance value (Sig) is 0.001 < 0.05, it can be concluded that the hypothesis is accepted or in other words, Information Technology Adaptation (X1), Price and Organizational Commitment (X2), Organizational Support (X3), and Work Engagement (X4), simultaneously have a significant effect on Turnover Intention (Y).

CONCLUSION

From the results of the literature review, data processing, and discussion above, researchers can conclude several things. First, simultaneous analysis shows that the four variables, namely Information Technology Adaptation (X1), Price and Organizational Commitment (X2), Organizational Support (X3), and Work Engagement (X4), together have a significant influence on Turnover Intention (Y). In this context, it is important for organizations to pay attention to and improve these factors simultaneously to reduce the tendency of turnover intention from work. Second, efforts to increase the level of technological adaptation, organizational esteem and commitment, organizational support, and work engagement of employees can help reduce the level of turnover intention. Finally, the main conclusion is that Turnover Intention is not only influenced by one factor, but the result of various interrelated factors. Therefore, managing technology adaptation, commitment to the organization, support from the organization,

and work engagement become important aspects in minimizing the tendency of intention to move from work.

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