



## Examining the Roles of Transformational Leadership, Emotional Intelligence, and Work-life Balance in Millennial Employee Engagement

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### Abstract

Strategically addressing the retention of millennial employees, who are poised to shape the workforce of the future, is of paramount importance. This study aims to provide deeper insights into the influence of work-life balance, transformational leadership, and emotional intelligence on employee engagement, with a specific focus on millennial workers. The research involved 163 millennial employees with a minimum of one year of work experience in Indonesia who participated in an online survey as part of a quantitative approach. The results of data analysis using SPSS 25 reveal that both work-life balance and transformational leadership exert a partial impact on employee engagement, whereas emotional intelligence shows no significant influence. It is evident that employee engagement is influenced by a combination of factors, including work-life balance, transformational leadership, and emotional intelligence, among others.

**Keywords:** Millennial Generation, work-life balance, Transformational Leadership, Emotional Intelligence, Employee Engagement

**JEL:** D23, E71, I31, J53, L26

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## 1. Introduction

The workforce landscape in Indonesia is in the midst of a profound transformation, characterized by a changing of the generational guard. Of the 127 million workers in Indonesia, 48 million are millennials, while 59 million belong to the Generation X cohort (Yuniasanti, Abas, & Hamzah, 2019). However, this demographic pattern is destined to shift as the Baby Boomer generation gracefully transitions into retirement, paving the way for millennials to ascend as the dominant force within the Indonesian workforce. This impending transition carries far-reaching implications, and it is only those businesses that are adequately prepared that can effectively navigate the turbulence of change brought about by the evolving demographics of the Indonesian workforce.

According to insightful research conducted by Dale Carnegie Indonesia, a striking revelation emerges: 66% of millennial employees display a somewhat engaged approach to their work, where the focus leans more toward task completion rather than task excellence. The study, encompassing 1,200 employees hailing from six major Indonesian cities, namely Jakarta, Surabaya, Bandung, Makassar, Balikpapan, and Medan, exposes a tendency among employees to be hesitant in seeking guidance and prone to disengagement from corporate initiatives and policies. This revelation underscores the unique expectations that millennial employees hold for their jobs—expectations that revolve around the pursuit of a harmonious work-life balance, equitable recognition within the company, competitive compensation, and an environment characterized by transparency and honesty in management's behavior and communication.

Notably, the research from Dale Carnegie Indonesia also brings to light a startling statistic (Devina & Dwikardana, 2019): a significant 60% of millennial workers express their willingness to consider leaving their current jobs if their working environment and conditions fail to meet their expectations. Intriguingly, in a paradoxical twist, 64% of millennial employees are considered engaged at work. In light of these findings, a pressing need emerges to delve deeper into the critical factors influencing employee engagement within the millennial workforce. Among these factors, work-life balance, transformational leadership, and emotional intelligence stand out as the pivotal elements that warrant comprehensive exploration.

The forthcoming dominance of millennial workers in Indonesian organizations necessitates a robust empirical understanding of the impact of work-life balance, transformational leadership, and emotional intelligence on employee engagement within this demographic. To this end, our research endeavors to provide conclusive evidence regarding the influence of these factors on employee engagement.

The significance of this study lies in its pursuit of multifaceted objectives, including determining the precise influence of work-life balance on employee engagement, delving deeply into the impact of transformative leadership with nuanced insights, investigating the pivotal role of emotional intelligence in shaping employee engagement levels, and conducting a comprehensive assessment of the collective and interrelated effects of work-life balance, transformative leadership, and emotional intelligence on employee engagement. Through these objectives, our research aims to illuminate the intricate dynamics of employee

engagement, offering valuable guidance for organizations as they navigate the evolving landscape of their workforce.

## **2. Literature Review**

### **2.1. Millennial Generation**

The millennial generation, often referred to as Generation Y, encompasses individuals born between 1982 and 1999, representing the demographic wave that succeeded the eras of the baby boomers and Generation X (Putra, 2017). As this generation gradually assumes a predominant role within the workforce, it is essential to consider the preconceived notions and stereotypes that have been associated with them. Unfortunately, there are prevalent negative perceptions that have cast a shadow over millennials, potentially shaping their professional reputation.

One of the common stereotypes attributed to millennials revolves around their perceived lack of enthusiasm and engagement in the workplace. This stereotype suggests that millennials are easily disengaged and struggle to find motivation or commitment in their professional endeavors (Sukoco, Nur Fu'adah, and Muttaqin, 2021). Such preconceptions can have significant implications for how this generation is perceived and treated in the workplace, potentially leading to misunderstandings and mismanagement.

It is imperative to acknowledge that sweeping generalizations about any generation, including millennials, can be misleading and unproductive (Okros, 2019). While there may be individuals within the millennial demographic who exhibit certain traits or behaviors, it is essential to recognize the diversity and individuality that exists within this generation (Hans, Nayeem, Mikkilineni & Gupta, 2023). Stereotypes can overshadow the valuable contributions, unique skills, and fresh perspectives that millennials bring to the workplace (Elmore, 2022).

In light of the impending generational shift where millennials will soon replace Generation X in many professional roles, it becomes increasingly crucial to challenge these negative preconceptions and foster a more nuanced and inclusive understanding of the millennial generation. By doing so, organizations can harness the strengths and potential of millennials, capitalizing on their talents and insights to drive innovation and growth.

### **2.2. Employee Engagement**

Employee engagement, a concept expounded by Schaufeli, Bakker, and Salanova (2006), is a multifaceted construct that can be understood through two primary dimensions. Firstly, it encompasses individual involvement and satisfaction, manifesting as an enthusiastic approach to work. This enthusiasm is rooted in emotional, cognitive, and physical engagement, motivating individuals to pursue tasks with zeal and dedication. Secondly, employee engagement represents a persistent affective-cognitive state of mind, reflecting an ongoing positive and proactive approach to one's work. This multifaceted definition underscores the dynamic nature of employee engagement, which extends beyond mere task completion to encompass an individual's emotional and cognitive connection to their role within an organization.

Importantly, work-life balance has emerged as a significant factor positively influencing employee engagement, as revealed by research conducted by Supriadi et al. (2021). The relationship between work-life balance and employee engagement is underpinned by symbiotic connections and shared authority, emphasizing the integral role played by a sense of balance between professional and personal life in fostering engagement (Wood and Oh, 2020). Employees are more likely to perceive work-life balance favorably when they feel content with their contributions to their organizations, highlighting the interplay between job satisfaction and balance in driving engagement.

Transformative leadership, characterized by its flexibility of attitude and adaptability, assumes a pivotal role in shaping employee engagement, particularly in the context of evolving technological landscapes (Rivai, 2020). Leaders who embody transformative leadership principles prioritize the development of an engaged workforce as a means of enhancing employee resilience. This heightened resilience, as posited by Grant (2020), has a positive impact on business productivity. It underscores the significance of fostering a workplace environment where employees are not only engaged but also equipped to navigate challenges and adapt to changing circumstances effectively.

Furthermore, emotional intelligence emerges as a critical competence for employees, particularly when confronted with obstacles that may lead to emotional dysfunction. Developing emotional intelligence enables individuals to efficiently identify, monitor, and manage their emotions in a way that promotes emotional well-being and effective functioning (Patowary, 2016). This skill is increasingly important in contemporary work environments, where emotional challenges and complexities often arise.

In light of these multifaceted dimensions and indicators of employee engagement, organizations are encouraged to adopt holistic approaches that consider not only task completion but also emotional and cognitive factors, work-life balance, transformative leadership principles, and the cultivation of emotional intelligence as vital components of a thriving and engaged workforce.

The dimensions and indicators of employee engagement are as follows (see Table 1).

**Table 1. Dimensions and Indicators of Employee Engagement**

<b>Dimensions</b>	<b>Indicators</b>
Vigor	High ability to exist and develop Uniformity attitude
Dedication	Try the best Willing to sacrifice in achieving goals
Absorption	Ability to absorb knowledge Positive influence on the environment

### 2.3. Work-life Balance

Work-life balance, as elucidated by Endeka, Rumawas, and Tumbel (2020), represents a critical dimension within the realm of employee engagement (see Table 2). It can be defined as the equilibrium and degree of harmony attained between an individual's roles in their personal life,

which encompasses family and social connections, and their professional life. This balance is fundamental to an individual's overall well-being and directly influences their engagement levels in the workplace.

Conflicts between work and family interests can significantly impinge upon several key facets of employee engagement. One of these facets is employee well-being, as highlighted by research conducted by Vu (2020). When individuals find themselves grappling with competing demands and obligations in both their professional and personal spheres, their well-being can be adversely affected. Such conflicts can result in increased stress, diminished mental health, and a reduced sense of overall well-being, all of which can have detrimental repercussions on an individual's engagement at work (Xiao, Becerik-Gerber, Lucas & Roll, 2021).

Furthermore, the intersection of work and family interests can also influence an individual's work ethics (Kossek, Perrigino & Rock, 2021). When employees are constantly torn between the demands of their job and their commitments to family and personal life, ethical considerations within the workplace may become compromised. This can manifest as decreased dedication to work tasks, reduced adherence to organizational values, or even lapses in ethical conduct. These ethical challenges can erode the foundations of a healthy and engaged workforce.

Therefore, work-life balance is not only a pivotal factor in an individual's overall well-being but also exerts a profound impact on their engagement in the workplace (Yang & Jo, 2022). The conflicts that may arise between work and family interests can influence multiple dimensions of employee engagement, including well-being and work ethics. Recognizing and addressing these conflicts is essential for organizations striving to cultivate a harmonious and engaged workforce that can thrive both professionally and personally.

**Table 2. Dimensions and Indicators of Work-life Balance**

<b>Dimensions</b>	<b>Indicators</b>
Work interference with personal life	Total working time Family time Private life time
Personal life interference with work	Individual decision making Completion of tasks in a timely manner Effect of workload on individual load Responsibility for family
Personal life enhancement of work	Working environment condition State of the social environment Relationship with coworkers
Work enhancement of personal life	Ability to absorb knowledge

## 2.4. Transformational Leadership

Transformational leadership, as elucidated by Bass and Riggio (2006), represents a dynamic and influential leadership style that has garnered significant attention in the realm of organizational leadership. At its core, transformational leadership is characterized by the

ability of leaders to inspire and motivate their followers through a multifaceted approach that goes beyond conventional managerial roles.

One of the fundamental dimensions of transformational leadership lies in the leader's capacity to provide a compelling vision (see Table 3). This vision serves as a guiding beacon, charting the course for the organization and inspiring followers to work towards a shared future. Transformational leaders possess the skill to articulate this vision in a manner that resonates with their team, igniting a sense of purpose and direction that goes beyond mere task completion (Georgescu, 2023).

Another crucial dimension of transformational leadership involves the establishment of shared values and goals. Leaders in this category excel in cultivating a sense of unity and common purpose among their followers. By fostering a collective commitment to a set of values and objectives, transformational leaders create a cohesive and motivated team that is driven by a shared mission. This dimension underscores the importance of aligning individual and organizational values to drive engagement and commitment (Harriott, Tyson & Powell, 2023).

Exemplifying proper behavior is yet another hallmark of transformational leadership. Leaders in this category serve as role models, embodying the values, ethics, and behaviors they espouse. Their actions are consistent with their words, creating an atmosphere of trust and authenticity. This dimension emphasizes the leader's responsibility to lead by example and set the standard for ethical conduct and professionalism within the organization (Sharma, Agrawal & Khandelwal, 2019).

In essence, transformational leadership represents a powerful approach that transcends traditional management practices. It hinges on the leader's ability to inspire, unite, and exemplify, fostering a motivated and engaged workforce that is not only driven to achieve organizational goals but also shares in a collective vision and set of values. This leadership style is instrumental in propelling organizations forward, driving innovation, and nurturing a culture of commitment and excellence (Harriott, Tyson & Powell, 2023).

**Table3. Dimensions and Indicators of Transformational Leadership**

<b>Dimensions</b>	<b>Indicators</b>
Idealized influence	Honor Trust Be a role model
Intellectual simulation	Problem review A new approach to problem solving Stimulation of employee creativity
Individual consideration	Pay attention to needs Focus on achieving performance Mentoring or training
Inspirational motivation	Motivate subordinates Providing job challenges Providing learning behind the problem

## 2.5. Emotional Intelligence

Emotional intelligence, a concept illuminated by Muarif and Adiyanti (2020), constitutes a pivotal aspect of an individual's interpersonal and intrapersonal competencies. At its core, emotional intelligence refers to an individual's ability to effectively perceive, understand, manage, and utilize emotions, both within themselves and in their interactions with others. This multifaceted construct encompasses a range of dimensions and indicators that collectively contribute to an individual's emotional competence (see Table 4).

**Table 4. Dimensions and Indicators of Emotional Intelligence**

<b>Dimensions</b>	<b>Indicators</b>
Self-awareness	Emotional awareness Accurate self-assessment Self confidence
Social awareness	Empathy Organizational awareness
Self-management	Self-control Trustworthiness Adaptability Achievement drive Initiative
Relationship management	Developing others Communication Conflict management Leadership Change agent Team ability

One of the fundamental dimensions of emotional intelligence lies in the capacity to manage one's emotions effectively. This involves the ability to regulate one's emotional responses, ensuring that they do not hinder productivity or interpersonal relationships. Individuals with high emotional intelligence can navigate challenging situations with composure and self-control, allowing them to make informed decisions and maintain healthy relationships (Kukah, Akomea-Frimpong, Jin & Osei-Kyei, 2022).

Another essential dimension of emotional intelligence is the ability to motivate oneself. This dimension reflects an individual's inner drive and resilience, enabling them to set and pursue goals with determination and enthusiasm. Motivated individuals with a high level of emotional intelligence can overcome setbacks and setbacks, channeling their emotions in a constructive manner to maintain their momentum and focus on their objectives (Hoffmann, McGarry & Seibyl, 2022).

The dimensions and indicators of emotional intelligence encompass a wide range of competencies, including the capacity to perceive and understand emotions in oneself and others, manage emotional responses, and effectively utilize emotions to enhance decision-making and interpersonal interactions (Ugoani, Amu & Emenike, 2015). These dimensions collectively contribute to an individual's emotional intelligence, influencing their ability to navigate the complexities of personal and professional life with empathy, self-awareness, and social acumen.

Therefore, emotional intelligence is a multifaceted construct that plays a crucial role in an individual's personal and professional development. It encompasses various dimensions and indicators that collectively contribute to an individual's ability to manage emotions, motivate themselves, and navigate interpersonal relationships with empathy and skill (Zeidner, Roberts & Matthews, 2002). Recognizing and nurturing emotional intelligence is essential for personal growth and success, as it enables individuals to harness the power of emotions in a constructive and meaningful manner.

### **3. Hypotheses Development**

#### **3.1. Partial effect of Work-life Balance on Employee Engagement**

The development of Hypothesis 1 (H1) stems from a profound understanding of the dynamic relationship between work-life balance and employee engagement within organizations. It acknowledges that in workplaces where there is a pronounced sensitivity to the well-being of employees and a proactive approach to meeting their needs, the introduction and effective execution of work-life balance policies can play a pivotal role (Chen, Ran, Gao, Yu, Wang & Jagannathan, 2021). Such policies are not merely administrative measures but rather catalysts for creating an environment that encourages employees to actively participate and invest themselves in the organization's business activities (Friedman & Lobel, 2003).

The hypothesis posits that work-life balance exerts a partial and positive influence on employee engagement. This implies that while work-life balance is a contributing factor to employee engagement, it may not be the sole determinant. Instead, it operates as a significant component within a multifaceted web of factors that collectively shape an individual's level of engagement. In essence, H1 underscores the notion that organizations striving to enhance employee engagement should not overlook the importance of cultivating a conducive work-life balance environment. This hypothesis forms the foundation for empirical investigation and exploration, seeking to substantiate the intricate link between work-life balance and employee engagement, with the expectation that the findings will provide valuable insights for organizational practices and policies. This insight leads to the formulation of the following hypothesis:

*H1: Work-life balance has a partial and positive impact on employee engagement.*

#### **3.2. Partial effect of Transformational Leadership on Employee Engagement**

Hypothesis 2 (H2) is derived from a comprehensive examination of the intricate interplay between leadership style, particularly transformational leadership, and employee engagement within the organizational context. Building on the research insights provided by Datche and Mukulu (2015), who established that employees' perceptions of their leaders encompass a range of facets, including their capacity to influence, exhibit ideal characteristics, motivate, intellectually stimulate, and express concerns for their superiors, the hypothesis recognizes the pivotal role played by leadership in shaping employee engagement.

Furthermore, Bezuidenhout and Schultz (2013) contributed to this hypothesis by establishing a tangible link between leadership style and employee engagement. This connection reinforces the idea that leadership, specifically the transformational leadership style, holds significant potential to impact and enhance employee engagement levels.



H2, therefore, posits that transformational leadership exerts a partial and positive influence on employee engagement. This means that while transformational leadership is a notable factor contributing to employee engagement, it is just one element within a broader spectrum of variables that collectively determine an individual's level of engagement. The hypothesis serves as a critical steppingstone for empirical research and exploration, aiming to substantiate the intricate relationship between transformational leadership and employee engagement. It anticipates that the findings will offer valuable insights for organizations seeking to optimize leadership practices and foster a more engaged workforce, ultimately contributing to enhanced performance and productivity. On the basis of these ideas, the following hypothesis is put forth:

*H2: Transformation leadership partially has a positive effect on employee engagement*

### **3.3. Partial effect of Emotional Intelligence on Employee Engagement**

Hypothesis 3 (H3) emerges from a thorough examination of the intricate relationship between emotional intelligence and employee engagement in the workplace. Drawing on the research insights of Barreiro and Treglown (2020), it is evident that individuals with high emotional intelligence possess a remarkable ability to navigate their own emotions and those of their colleagues. They play a pivotal role in fostering positive group dynamics, both at the individual and collective levels, contributing to an atmosphere of motivation and engagement within the workplace.

Moreover, Awosusi, Olusesi, and Zakariya (2020) have shed light on the connection between emotional intelligence and an individual's capacity to maintain emotional equilibrium and personal well-being. This research underscores the idea that employees with robust emotional intelligence are better equipped to manage their own stress, emotions, and overall mental state, enabling them to adapt more effectively to various work-related situations.

H3 posits that emotional intelligence exerts a partial and positive influence on employee engagement. This implies that while emotional intelligence plays a significant role in shaping employee engagement, it is only one facet of a broader spectrum of variables that collectively impact an individual's level of engagement. The hypothesis serves as a crucial foundation for empirical inquiry and exploration, aiming to substantiate the intricate association between emotional intelligence and employee engagement. It anticipates that the findings will provide valuable guidance for organizations seeking to enhance emotional intelligence among their workforce, thereby fostering a more engaged and resilient workforce that positively impacts overall organizational success. This prompts the following hypothesis to be put out.

*H3: Emotional intelligence partially has a positive effect on employee engagement.*

### **3.4. Effect of Work-life Balance, Transformational Leadership, and Emotional Intelligence Simultaneously on Employee Engagement**

Hypothesis 4 (H4) stems from a comprehensive understanding of the multifaceted dynamics that shape employee satisfaction and engagement within organizations. Employee satisfaction

is recognized as a pivotal driver of productivity, customer loyalty, and overall business profitability (Sundaray, 2011). This foundational premise highlights the critical importance of nurturing a workforce that is not only content but actively engaged in their roles.

Building on this foundation, research insights, such as those provided by Awosusi, Olusesi, and Zakariya (2020), reveal a complex interplay between transformational leadership, work-life balance, and employee engagement. Their findings suggest that transformational leadership positively influences employee engagement, and that this relationship is mediated by the presence of a conducive work-life balance environment. Additionally, previous research has established a positive correlation between emotional intelligence and employee engagement, emphasizing the role of emotional intelligence in fostering engaged and productive employees (De Clercq, Bouckennooghe, Raja & Matsyborska, 2014).

H4 posits that work-life balance, transformational leadership, and emotional intelligence collectively exert a positive influence on employee engagement. This hypothesis recognizes that these three factors are interrelated and contribute synergistically to shape the engagement levels of employees. In essence, it acknowledges that organizations aiming to enhance employee engagement should consider a holistic approach that encompasses work-life balance, leadership practices, and the development of emotional intelligence among their workforce. This hypothesis provides the groundwork for empirical investigation, aiming to validate the combined impact of these crucial factors on employee engagement and offer actionable insights for organizations seeking to optimize their strategies for fostering a highly engaged and productive workforce. This prompts the following theory to be put out.

*H4: Work-life balance, transformational leadership and emotional intelligence simultaneously have a positive effect on employee engagement.*

#### **4. Methods**

This study aims to deepen our understanding of the influence of work-life balance, transformational leadership, and emotional intelligence on employee engagement, with a particular focus on millennial workers. To achieve this goal, a quantitative research approach is employed, utilizing online surveys as the primary data collection method. The study targets a sample of 163 millennial employees who have accumulated at least one year of work experience in Indonesia.

The chosen research methodology is characterized by its quantitative nature, emphasizing the measurement and quantification of variables to uncover patterns and relationships. Surveys serve as the cornerstone of data collection, offering a structured means to collect responses from the study participants. To facilitate the survey administration process, a Google Form link is disseminated through various social media platforms, ensuring broad access and participation.

In this research, the analytical unit of analysis centers on the specific millennial generation. By focusing on this demographic group, the study aims to delve into the unique experiences, perceptions, and attitudes of millennial employees in relation to work-life balance, transformational leadership, emotional intelligence, and their impact on employee engagement. This approach provides valuable insights into the factors shaping engagement levels among the

millennial workforce in Indonesia, ultimately contributing to a more comprehensive understanding of the dynamics at play in contemporary workplaces.

## 5. Results

The research results encompass several critical tests and analyses that have been conducted to validate and interpret the study's findings.

Firstly, the reliability test results revealed that the Alpha Cronbach values for all three variables examined in the study surpassed the standard threshold of 0.7. This outcome signifies that all the variables under investigation can be deemed reliable, indicating the consistency and stability of the measurements employed.

Secondly, the validity test results indicated that the R-test (observed correlation) for each variable in the study exceeded the R-table (critical value of correlation), set at 0.13. Consequently, it was concluded that all the questions used to assess the variables were valid, suggesting that the chosen questions effectively measure the constructs they were designed to evaluate.

Thirdly, the normality test results revealed that the unstandardized residuals exhibited a significance value of 0.200, which surpasses the standard threshold of 0.05. This observation implies that all variables within the study conform to a normal distribution, a critical assumption in statistical analyses.

Fourthly, the multicollinearity test results indicated that the tolerance values for all variables exceeded the conventional threshold of 0.10. This finding substantiates that the assumption of non-multicollinearity within the regression model has been satisfied, ensuring that the independent variables do not exhibit high correlations that could distort the model's results.

Fifthly, the heteroscedasticity test results demonstrated that the significance level (sig. value) exceeded the standard threshold of 0.10. This outcome led to the conclusion that there is no evidence of heteroscedasticity in the study, indicating that the variance of the error terms is consistent across the range of predictor variables.

Lastly, the multiple regression analysis test results, which are elaborated in the following table (table 5 and 6), will be discussed comprehensively in subsequent sections, providing insights into the relationships and impact of the variables under investigation on employee engagement. These findings collectively constitute a robust foundation for the research's results and subsequent discussions, enhancing the overall credibility and reliability of the study's conclusions.

**Table 5. Multiple Regression Analysis Test Result**

Variable	Unstandardized Coefficient Beta	Std Error	Standardized Coefficient Beta
(Constant)	0.207	0.171	---
Work life balance	0.246	0.046	0.332
Transformational leadership	0.808	0.0704	0.715
Emotional intelligence	-0.129	0.074	-0.129

a) Dependent variable: Employee Engagement

**Table 6. t-Test Partial Result**

<b>Variables</b>	<b>Sig</b>
Work life balance	0.000
Transformational leadership	0.000
Emotional intelligence	0.083

Based on the table 5 and 6, the regression equation is as follows:

$$\text{Equation: } Y = 0.207 + 0.246X_1 + 0.808X_2 - 0.129X_3$$

$$\text{Sig.} \quad \quad \quad (0.000) \quad (0.000) \quad (0.083)$$

Notes:

X1 = Work life balance

X2 = Transformational leadership

X3 = Emotional intelligence

Y = Employee engagement

The results of the t-test reveal valuable insights into the relationships between the variables under scrutiny. Notably, both work-life balance and transformational leadership exhibit significant values below the established threshold of 0.05. This finding signifies a meaningful relationship between these two factors and, critically, underscores their substantial impact on employee engagement. Conversely, the t-test results for emotional intelligence indicate a significant value exceeding the predetermined cutoff point of 0.05. This outcome suggests that emotional intelligence does not exert a discernible influence on employee engagement in the context of this study. Consequently, it becomes evident that employee engagement, as observed here, tends to manifest as a compliance-driven approach to task fulfillment, with its scope limited to the management of emotions within the workplace.

**Table 7. F-Test Result**

<b>Model</b>	<b>F</b>	<b>Sig</b>
Regression	156.872	0.000
Residual	0.000	
Total	0.083	

The outcomes of the F-test, as demonstrated in Table 7, provide compelling evidence to support the hypothesis that work-life balance, transformational leadership, and emotional intelligence collectively exert an influence on employee engagement. This assertion is substantiated by the F-test result, with a computed value of 156.872 surpassing the critical F-table value of 2.66. Furthermore, the associated significance level of 0.000, which is significantly less than the conventional threshold of 0.05, reinforces the conclusion that all three variables - work-life balance, transformational leadership, and emotional intelligence - operate in tandem to impact employee engagement. These findings underscore the interplay of these factors in shaping the level of employee engagement within the context of the study, highlighting their collective significance in influencing employee engagement outcomes.

## 6. Discussion

The outcomes of the t-test analysis provide valuable insights into the relationships among the variables under scrutiny. It is evident that both work-life balance and transformational leadership exhibit significant values below the conventional threshold of 0.05. This signifies a robust and meaningful association between these two factors and underscores their substantial influence on employee engagement. The results suggest that organizations prioritizing work-life balance and implementing transformational leadership practices are more likely to cultivate engaged employees who demonstrate motivation and commitment to their roles.

In contrast, the t-test results pertaining to emotional intelligence reveal a significant value exceeding the predefined threshold of 0.05. This suggests that, within the specific context of this study, emotional intelligence does not appear to exert a discernible impact on employee engagement. It implies that the observed employee engagement in this research may lean more toward a compliance-driven approach, focusing primarily on fulfilling job tasks rather than being significantly influenced by emotional intelligence.

Shifting our focus to the F-test results, as presented in Table 7, they offer robust support for the hypothesis positing that work-life balance, transformational leadership, and emotional intelligence collectively impact employee engagement. The computed F-test value of 156.872 significantly exceeds the critical F-table value of 2.66, indicating a strong and meaningful relationship between the three variables and employee engagement. Additionally, the associated significance level of 0.000, considerably lower than the conventional threshold of 0.05, further solidifies the conclusion that work-life balance, transformational leadership, and emotional intelligence operate synergistically to positively influence employee engagement.

These findings underscore the intricate interplay and combined significance of these factors in shaping employee engagement outcomes within the context of this study. Organizations aiming to enhance employee engagement should not only prioritize work-life balance and adopt transformational leadership practices but also acknowledge the potential influence of emotional intelligence, albeit in a manner specific to the research context. This discussion highlights the complexity of employee engagement and underscores the need for a multifaceted approach to its management and enhancement, taking into account the intricate relationships between these key variables.

The implications drawn from the research results hold significant managerial value, particularly in the context of optimizing employee engagement, especially among the millennial generation. The findings suggest that organizations seeking to foster higher levels of employee engagement should consider prioritizing work-life balance and embracing transformational leadership as key components of their management strategy.

Firstly, the observed significance of work-life balance underscores its pivotal role in enhancing employee engagement. Organizations can proactively design and implement policies and practices that facilitate a better balance between work and personal life for their employees. This may include offering flexible work hours, telecommuting options, or providing resources for employees to manage their personal and professional responsibilities effectively. By recognizing and addressing the importance of work-life balance, organizations can create an environment that supports the well-being and engagement of their millennial workforce.

Secondly, the substantial impact of transformational leadership on employee engagement suggests that organizations should focus on cultivating leaders who exhibit transformational leadership qualities. These leaders can inspire and motivate employees by fostering a shared vision, emphasizing core values, and demonstrating exemplary behavior. Organizations can invest in leadership development programs that aim to nurture and strengthen transformational leadership skills among their managerial staff. This approach can lead to a more engaged and committed workforce, particularly among millennials who respond positively to visionary and empathetic leadership.

On the other hand, the non-significant influence of emotional intelligence on employee engagement in this study suggests that organizations may prioritize other factors when seeking to enhance employee engagement among millennials. While emotional intelligence remains a valuable trait for leaders and employees alike, its direct impact on engagement in this specific context may not be as pronounced. Organizations can continue to promote emotional intelligence as part of their leadership and professional development initiatives but may also explore additional strategies to boost engagement among millennials.

## **7. Conclusion**

In conclusion, the research findings underscore the importance of work-life balance and transformational leadership in influencing employee engagement among millennials. Organizations that wish to optimize employee engagement should consider these factors as key components of their management approach. However, it's essential to recognize that the engagement landscape is multifaceted, and a holistic strategy that considers various factors, including individual and organizational characteristics, is likely to yield the best results. By aligning their practices with these insights, organizations can foster a more engaged and productive millennial workforce, contributing to their overall success and competitiveness in the modern work environment.

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