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Analysis of the Influence of Leadership Style and Work-Life Balance on Turnover Intention of Gen Z Employees at PT Perkebunan Nusantara IV Region 1

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan dan work life balance terhadap turnover intention karyawan generasi Z di PT Perkebunan Nusantara IV Regional 1. Fenomena meningkatnya niat pindah kerja di kalangan generasi Z menjadi perhatian khusus, mengingat generasi ini diprediksi akan mendominasi angkatan kerja dalam beberapa tahun mendatang. Penelitian ini menggunakan metode kuantitatif dengan pendekatan survei. Sampel penelitian berjumlah 54 responden yang merupakan karyawan Gen Z pada level pimpinan (BOD-3) di perusahaan. Data dikumpulkan melalui survey instrument dan dianalisis menggunakan regresi linier berganda dengan bantuan SPSS 26. Hasil penelitian menunjukkan bahwa (1) Gaya kepemimpinan berpengaruh positif dan signifikan terhadap turnover intention, (2) Work life balance berpengaruh negatif signifikan terhadap turnover intention, dan (3) Secara simultan gaya kepemimpinan dan work life balance berpengaruh signifikan terhadap turnover intention. Temuan ini menegaskan pentingnya penerapan gaya kepemimpinan yang adaptif serta penciptaan harmonisasi kerja kehidupan bagi karyawan Gen Z guna menekan niat keluar dari perusahaan.

Keywords: Gaya Kepemimpinan; Harmonisasi Kerja Kehidupan; Niat Berpindah; Gen Z; PTPN

Abstract

This study aims to analyze the influence of leadership style and work-life balance on turnover intention among Generation Z employees at PT Perkebunan Nusantara IV Regional 1. The phenomenon of increasing turnover intention among Generation Z is of particular concern, given that this generation is predicted to dominate the workforce in the coming years. This study used a quantitative method with a survey approach. The sample consisted of 54 respondents, all Gen Z employees at the leadership level (BOD-3) in the company. Data were collected through questionnaires and analyzed using multiple linear regression with the help of SPSS 26. The results showed that (1) leadership style had a significant positive effect on turnover intention, (2) work-life balance had a significant negative effect on turnover intention, and (3) both leadership style and work-life balance had a significant effect on turnover intention. These findings emphasize the importance of implementing an adaptive leadership style and creating a work-life balance for Gen Z employees to reduce turnover intention.

Kata Kunci: Leadership Style; Work Life Balance; Turnover Intention; Gen Z; PTPN

1. Introduction

Human resources are a vital asset for companies in achieving their goals and increasing competitiveness. In the digital era, Generation Z is beginning to dominate the workforce. According to Statistics Indonesia (BPS) (2020), Gen Z comprises

approximately 28% of Indonesia's total population. Their unique characteristics, such as their affinity for technology, preference for flexibility, and concern work-life balance, require companies to adapt their HR management policies.



Figure 1. Chart

The phenomenon of turnover intention among Gen Z is a significant issue. A 2024 survey by Salsabilla showed that 69% of Gen Z employees in Indonesia plan to leave their jobs in the near future due to a lack of appreciation, burnout, and strained relationships with their superiors. At PT Perkebunan Nusantara IV Regional 1, 33.33% of Gen Z employees at the leadership level resigned between 2020 and 2024. This situation results in high recruitment and training costs, averaging Rp127,900,000 per employee. Encompassing more than just training expenditures, and representing a culmination of both immediate and consequential costs throughout the employee's tenure. These expenses cover procedures such as talent acquisition, assessment and integration processes, introductory orientation sessions, both structured and unstructured learning opportunities, guidance programs, operational overhead, reduced output while employees adjust to their roles, and deficiencies in passing on expertise.

Two factors believed to influence turnover intention are leadership style and work-life balance. The right leadership style can increase employee motivation, engagement, and loyalty, while work-life balance contributes to satisfaction and retention. However, specific research on the influence of these two factors on Gen Z in the plantation sector is still limited.

Based on this description, this study aims to analyze:

1. The influence of leadership style on turnover intention of Gen Z employees.
2. The influence of work-life balance on turnover intention of Gen Z employees.
3. The simultaneous influence of leadership style and work-life balance on turnover intention of Gen Z employees.

2. Literature Riview

2.1 Leadership style

Leadership style is the behavioural pattern a leader uses to influence, direct, and motivate subordinates to achieve organizational goals. Robbins and Judge (2017) define leadership style as the way a leader interacts with their team to provide direction and inspiration. Bass and Avolio (1994) differentiate between transformational and transactional leadership styles, each of which has a distinct impact on employee performance and loyalty.

Previous research has shown that participatory and transformational leadership styles can increase job satisfaction and reduce turnover intention (Zhang & Akhtar, 2013; Wijoyo et al., 2020). Conversely, an authoritarian leadership style tends to increase job stress and employee turnover intentions (Triyono, 2019).

2.2 Work Life Balance

Work-life balance (WLB) is a state of balance between the demands of work and an individual's personal life (Greenhaus & Allen, 2011). This balance includes time balance (the alignment of work and personal time), involvement balance (balanced emotional involvement), and satisfaction balance (satisfaction with both roles).

Research by Easton and Van Laar (2018) found that employees with a good work-life balance have higher job satisfaction and lower stress levels. Similarly, Thilagavathy and Geetha (2023) found that flexible work policies and organizational support can reduce turnover intention.

2.3 Turnover Intention

Turnover intention is defined as an employee's desire to voluntarily leave an organization (Ardana, 2017). Factors influencing turnover intention include job satisfaction, organizational commitment, career opportunities, leadership style, and work-life balance (Rahman & Rivai, 2020).

2.4 Generation Z and Turnover Intention

Generation Z has a relatively high turnover intention rate compared to previous generations due to their tendency to seek new work experiences, need for flexibility, and orientation toward personal values (Schroth, 2019; Salsabilla, 2024).

3. Research Method

3.1 Research Method

This study used a quantitative correlational approach. The research location was PT Perkebunan Nusantara IV Regional 1, Medan, North Sumatra. The study was conducted from December 2024 to March 2025.

3.2 Population and Sample

The study population consisted of all 54 Gen Z employees at the leadership level (BOD-3). Due to the relatively small number, this study used a saturated sampling technique, where the entire population was sampled.

3.3 Data Sources and Data Collection Technique

Primary data was obtained through a questionnaire using a Likert scale of 1–5. Secondary data was obtained from internal company documents, HR reports, and related literature.

Research Instruments

Independent Variables:

Leadership Style (X_1) is measured through decision-making, communication, motivation, direction, caring, and delegation (Robbins & Judge, 2017).

Work-Life Balance (X_2) is measured through time balance, involvement balance, satisfaction balance, work-life conflict, and organizational support (Greenhaus & Allen, 2011).

Dependent Variable:

1. Dependent Variable (Y)

Turnover Intention (Y) is measured through three main indicators: intention to quit, intention to seek alternatives, and employment opportunities (Rahman & Rivai, 2020). The mathematical calculation for the variable score is derived from the mean of the Likert scale responses:

$$Y = \frac{\sum_{i=1}^n Y_i}{n}$$

Where:

- Y = Mean score of Turnover Intention
- Σ = Total score of indicators (Intention to quit, seeking alternatives, etc.)
- n = Number of statement items

2. Hypotheses

Based on the regression analysis in the thesis, the hypotheses are formulated as follows:

Hypothesis 1 (Partial X_1 to Y):

- H_0 : There is no significant effect of Leadership Style on Turnover Intention.
- H_1 : There is a significant effect of Leadership Style on Turnover Intention.
- Result: H_1 is accepted (Sig. 0.008 < 0.05).

Hypothesis 2 (Partial X_2 to Y):

- H_0 : There is no significant effect of Work-Life Balance on Turnover Intention.
- H_1 : There is a significant effect of Work-Life Balance on Turnover Intention.
- Result: H_1 is accepted (Sig. 0.002 < 0.05).

Hypothesis 3 (Simultaneous):

- H_0 : Leadership Style and Work-Life Balance simultaneously have no significant effect on Turnover Intention.
- H_1 : Leadership Style and Work-Life Balance simultaneously have a significant effect on Turnover Intention.
- Result: H_1 is accepted (F-Sig. 0.000 < 0.05).

4. Results and Discussion

4.1 Research Result

1. Respondent Characteristics

The following table summarizes the profile of the 54 respondents who participated in this study, providing context for the behavioral analysis of Generation Z at PT Perkebunan Nusantara IV Regional 1.

Table 1. Frequency Result

Characteristics	Category	Frequency	Percentage
Gender	Male	32	59.3%
	Female	22	40.7%
Year of Birth	1997 – 2000	41	75.9%
	2001 – 2005	13	24.1%
Education	Bachelor's Degree (S1)	48	88.9%
	Master's Degree (S2)	6	11.1%
Length of Service	1 – 2 Years	38	70.4%
	3 – 5 Years	16	29.6%

2. Validity and Reliability Testing

Before conducting the main analysis, the research instrument underwent validity and reliability testing to ensure the quality of the data collected. These tests were performed on the 54 samples collected from Gen Z employees at PT Perkebunan Nusantara IV Regional 1.

- **Validity Test:** Based on the Pearson Correlation analysis, all statement items for the variables Leadership Style (X_1), Work-Life Balance (X_2), and Turnover Intention (Y) showed a correlation value (r-calculated) > 0.30 . Thus, all items are declared valid and capable of measuring the intended variables.
- **Reliability Test:** The reliability test using Cronbach's Alpha showed that all variables had a coefficient value > 0.70 . Specifically, Leadership Style (0.842), Work-Life Balance (0.815), and Turnover Intention (0.876). This indicates that the instrument is reliable and consistent.

3. Classical Assumption Test

To ensure the regression model is Best Linear Unbiased Estimator (BLUE), several assumption tests were conducted:

- **Normality Test:** The Kolmogorov-Smirnov test yielded a significance value of 0.200 (> 0.05), and the P-P Plot shows data points following the diagonal line. This confirms that the residual data are normally distributed.
- **Multicollinearity Test:** The Tolerance value for both independent variables is > 0.10 (0.876) and the VIF value is < 10 (1.141). This indicates there is no correlation between independent variables (no multicollinearity).
- **Heteroscedasticity Test:** The Scatterplot diagram shows points spreading randomly above and below the number 0 on the Y-axis without forming a specific pattern, indicating the absence of heteroscedasticity.

4. Regression Analysis

The results of multiple linear regression yield the following equation:

$$Y = 12,315 + 0,421X_1 - 0,387X_2 + e$$

Description:

Y = Turnover Intention

X1 = Leadership Style

X2 = Work-Life Balance

Table 2. Variable Result

Variabel	Koefisien (B)	t-hitung	Sig.	Keterangan
Leadership Style (X_1)	0,421	2,756	0,008	significant (+)
Work Life Balance (X_2)	-0,387	-3,214	0,002	significant (-)
Konstanta (a)	12,315	2,981	0,004	significant
$R^2 = 0,612$	$F = 21,456$	Sig. 0,000		The F-test results

4.2 Discussion

4.2.1. The Effect of Leadership Style on Turnover

The regression results show that leadership style has a positive and statistically significant effect on turnover intention ($\beta = 0.421$; $t = 2.756$; $p = 0.008$). These values indicate that leadership style is an important factor influencing turnover intention among Generation Z employees. Based on field conditions at PT Perkebunan Nusantara IV Regional 1, leadership practices play a crucial role in shaping employees' perceptions and work attitudes. Generation Z employees in leadership positions tend to expect open communication, involvement in decision-making, and clear direction from their superiors. When leadership is perceived as less responsive or overly hierarchical, employees experience reduced motivation and weaker emotional attachment to the organization, which increases their intention to leave. Conversely, leadership approaches that are perceived as supportive and participatory contribute to lower turnover intention.

4.2.2. The Effect of Work-Life Balance on Turnover Intention

The analysis indicates that work-life balance has a negative and statistically significant effect on turnover intention ($\beta = -0.387$; $t = -3.214$; $p = 0.002$). This result suggests that better work-life balance is associated with a lower intention to leave among Generation Z employees. Field observations reveal that employees face considerable work demands, including workload pressure and time constraints, which affect their ability to balance work and personal life. Generation Z employees place high value on mental well-being and personal time. When organizational support for managing work demands is perceived as insufficient, employees are more likely to consider leaving the organization. On the other hand, when employees feel that their work and personal life are balanced, their commitment to the organization tends to increase, reducing turnover intention.

4.2.3. The Simultaneous Effect of Leadership Style and Work-Life Balance on Turnover Intention

The simultaneous test results show that leadership style and work-life balance significantly influence turnover intention ($F = 21.456$; $p = 0.000$). This indicates that both variables jointly contribute to explaining turnover intention among Generation Z employees.

Field conditions suggest that leadership style and work-life balance are closely interconnected. Supportive leadership practices can help employees manage work pressures more effectively, thereby improving work-life balance perceptions. In contrast, ineffective leadership may intensify work demands and negatively affect employees' personal well-being, leading to higher turnover intention. Therefore, improving leadership quality while simultaneously strengthening work-life balance policies is essential for reducing turnover intention among Generation Z employees at PT Perkebunan Nusantara IV Regional 1.

5. CONCLUSION

- Leadership Style (X_1) has a significant positive effect on Turnover Intention (Y). This indicates that the leadership approach directly shapes the desire of Gen Z employees to stay or leave.
- Work-Life Balance (X_2) has a significant negative effect on Turnover Intention (Y). The better the work-life balance provided by PTPN IV Regional 1, the lower the intention of Gen Z employees to leave the company.
- Simultaneously, Leadership Style and Work-Life Balance have a significant impact on Turnover Intention with a contribution of 61.2% ($R\text{-Square} = 0.612$). This shows that these two factors are critical pillars in managing Gen Z

retention.

Practical Recommendations

For Management: Develop "Gen Z-Friendly" leadership by prioritizing transparency, two-way feedback, and empowerment.

For Policy: Enhance work-life balance through flexible working arrangements, mental health support programs (counseling), and setting realistic workloads to prevent burnout.

Academic Recommendations

Future researchers are encouraged to explore mediating variables such as Job Satisfaction or Organizational Culture and expand the study to other regional sectors or industries to enhance generalizability.

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