

The Influence of Organizational Work-Life Support and Work Environment on Turnover Intention with Work-Life Conflict as an Intervening Variable

(A Study on Generation Z Employees at the Sisumut Plantation of PT Perkebunan Nusantara IV Regional 1 North Sumatra)

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ABSTRACT

Background: Generation Z comprises individuals born between 1995 and 2012. This generation possesses distinctive characteristics that set them apart from previous generations in the workforce. These differing characteristics make Gen Z employees more likely to leave their workplace if it does not meet their expectations. This study aims to analyze the role of Organizational Work–Life Support and Work Environment on Turnover Intention through Work–Life Conflict. Methods: The data analysis method used is SEM-PLS with a Second-Order Construct. Data were collected through questionnaires distributed to 128 Gen Z employees at Kebun Sisumut PT Perkebunan Nusantara IV Regional 1 Sumatera Utara. Results: Organizational Work–Life Support and Work Environment significantly affect Turnover Intention. Furthermore, Work–Life Conflict also influence Turnover Intention, and both Organizational Work–Life Support and Work Environment affect Turnover Intention through Work–Life Conflict. The findings of this study provide insights for companies on the importance of support the balance between work and personal life, as well as creating a work environment that aligns with the characteristics of Gen Z employees. Conclusion: These findings are expected to help organizations minimize role conflict and reduce turnover intention among Gen Z employees.

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1. INTRODUCTION

Human Resource Management (HRM) is currently experiencing substantial changes due to shifts in workforce demographics, employee expectations, and workplace values.

One of the most significant developments is the increasing participation of Generation Z employees in the labor market. Generation Z generally refers to individuals born between 1995 and 2012 who grew up in an era characterized by rapid technological advancement, digital connectivity, and extensive social media exposure. These experiences have shaped a generation with different attitudes, expectations, and work preferences than previous generations [1].



Figure 1. Turnover Intention of Gen Z Employees in Indonesia

Source: Jajak Pendapat.com (2025)

According to Statistics Indonesia (BPS), Generation Z accounted for approximately 27.94% of the Indonesian workforce in 2021, and this proportion continues to increase. As more organizations recruit Gen Z employees, understanding their workplace expectations becomes increasingly important. Unlike previous generations, Gen Z employees tend to place greater emphasis on work-life balance, meaningful work, supportive organizational cultures, career development opportunities, and psychological well-being. Consequently, organizations that fail to meet these expectations may face higher levels of employee dissatisfaction and turnover intention.

Turnover intention has become one of the most critical issues in contemporary HRM because it represents employees' conscious and deliberate willingness to leave their current organization. High turnover intention may lead to actual turnover, increasing recruitment costs, productivity losses, knowledge leakage, and organizational instability. Previous studies have consistently reported that Generation Z employees show a higher tendency to change jobs than older generations [2].

Evidence from The Deloitte Global 2022 Gen Z and Millennial Survey revealed that approximately 40% of Gen Z employees intended to leave their organizations within two years, significantly higher than the proportion reported among Millennials. Similarly, survey findings from Jajak Pendapat.com (2025) indicated that a substantial proportion of Indonesian Gen Z employees had considered resigning from their current employment. These findings suggest that employee retention has become a strategic concern for organizations employing large numbers of Gen Z workers.

Several factors may contribute to turnover intention among Gen Z employees. One important factor is Organizational Work-Life Support (OWLS), which refers to employees' perceptions that the organization values their well-being and provides adequate

resources to help them balance work and personal responsibilities [3]. Organizational support can take various forms, including flexible scheduling, family-supportive policies, supervisor support, access to leave, workload management, and resources that facilitate integrating work and personal life. When employees perceive strong organizational support, they are more likely to experience lower stress levels, stronger organizational commitment, and reduced intentions to leave the organization.

Another factor influencing turnover intention is the work environment. The work environment encompasses both physical and social workplace conditions, including workplace safety, lighting, air circulation, coworker relationships, communication climate, and overall working atmosphere. Previous studies have shown that supportive work environments contribute positively to employee well-being and retention [4]. Conversely, unfavorable workplace conditions may increase employee dissatisfaction and stimulate intentions to seek alternative employment opportunities.

The relationship between organizational support, work environment, and turnover intention may be explained through Work-Life Conflict (WLC). Work-life conflict occurs when work demands interfere with personal, family, or social responsibilities, making it difficult for individuals to fulfill multiple roles simultaneously [5]. Employees who experience high levels of work-life conflict often report emotional exhaustion, stress, decreased job satisfaction, and stronger intentions to leave their organizations.

Work-life conflict is particularly relevant in plantation-based agribusiness organizations. Unlike employees in urban offices, hospitality businesses, healthcare institutions, or service industries, plantation employees often work in remote locations with limited access to social amenities, transportation infrastructure, recreational facilities, and family support networks. These conditions may intensify the challenges associated with balancing work and personal life.

Kebun Sisumut of PT Perkebunan Nusantara IV Regional 1 North Sumatra represents a unique organizational setting for examining these relationships. As a plantation-based agribusiness organization located away from major urban centers, employees may face distinct challenges related to work schedules, geographical isolation, workplace safety, transportation access, and opportunities for social interaction. These contextual factors may shape employees' perceptions of organizational support, work environment quality, work-life conflict, and turnover intention differently from employees in urban-based organizations.

Although previous studies have examined organizational support, work environment, work-life conflict, and turnover intention, most empirical evidence comes from service industries, healthcare organizations, hospitality businesses, educational institutions, and corporate office settings. Research examining these relationships within plantation-based agribusiness environments remains limited. Furthermore, studies focusing specifically on Generation Z employees in rural plantation contexts are still relatively scarce.

Therefore, this study addresses an important research gap by examining the influence of Organizational Work-Life Support and Work Environment on Turnover Intention through Work-Life Conflict among Generation Z employees at Kebun Sisumut of PT Perkebunan Nusantara IV Regional 1 North Sumatra. This study contributes contextually

by focusing on a plantation-based agribusiness setting, theoretically by integrating Social Exchange Theory and Conservation of Resources Theory, and empirically by investigating the mediating role of Work-Life Conflict using a second-order PLS-SEM approach.

METHOD

Research Design

This study employed a quantitative research approach with an explanatory research design. Explanatory research is appropriate when the objective is to examine and explain causal relationships among variables and to test hypotheses developed from established theories [6]. This study aimed to investigate the influence of Organizational Work-Life Support and Work Environment on Turnover Intention through Work-Life Conflict among Generation Z employees at Kebun Sisumut, PT Perkebunan Nusantara IV Regional 1 North Sumatra.

This study's conceptual framework was developed based on Social Exchange Theory (SET) and Conservation of Resources Theory (COR). Social Exchange Theory explains that employees tend to reciprocate favorable treatment received from organizations through positive attitudes and behaviors, including stronger organizational commitment and lower turnover intention [7]. Meanwhile, Conservation of Resources Theory argues that individuals strive to acquire, preserve, and protect valuable resources. Organizational support and a conducive work environment can function as important resources that help employees manage work and personal life demands, thereby reducing work-life conflict and turnover intention [8].

This study used a cross-sectional survey design and collected data at a single point in time. Although a cross-sectional design does not allow definitive causal inference, it is widely used in organizational behavior and human resource management research to examine relationships among latent constructs and test theoretical models.

Research Location

The study was conducted at Kebun Sisumut, PT Perkebunan Nusantara IV Regional 1 North Sumatra, Indonesia. Kebun Sisumut is one of the plantation units operating in the agribusiness sector, specifically in palm oil plantation management. The plantation environment presents unique working conditions compared to urban organizations because employees work in a relatively remote location with distinct operational demands, environmental conditions, and social settings.

These characteristics make the plantation context particularly relevant for examining work-life balance issues among Generation Z employees. The geographical distance from urban centers, work schedules, limited social facilities, and adaptation to plantation life may influence employees' perceptions of organizational support, work environment quality, work-life conflict, and turnover intention.

Population and Sample

This study population consisted of all Generation Z employees working at Kebun Sisumut, PT Perkebunan Nusantara IV Regional 1 North Sumatra. Generation Z refers to

17 individuals born between 1995 and 2012 who have entered the workforce and are actively employed within the organization.

Based on data from the Human Resource Department of Kebun Sisumut, the total number of Generation Z employees was 128. Because the population size was manageable and accessible, this study used total sampling. Total sampling is a sampling method in which all population members are included as research respondents.

Total sampling was appropriate because it eliminated sampling error and allowed the researcher to obtain a comprehensive representation of the target population. Consequently, the researcher selected all 128 Generation Z employees as research respondents.

The researcher distributed 128 questionnaires through an online survey platform. All questionnaires were returned and deemed complete for analysis, resulting in a 100 percent response rate. Therefore, the final sample consisted of 128 Generation Z employees.

Respondent Characteristics

The study analyzed respondent characteristics to provide a comprehensive overview of the sample. The characteristics examined included gender, age, educational background, length of service, and work unit.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	81	63.3
	Female	47	36.7
Age	18–21 Years	18	14.1
	22–25 Years	64	50.0
	26–30 Years	46	35.9
Education	High School	52	40.6
	Diploma	27	21.1
	Bachelor's Degree	49	38.3
Length of Service	Less than 1 Year	23	18.0
	1–3 Years	71	55.5
	More than 3 Years	34	26.5

25 The demographic profile indicates that most respondents were male employees aged 22 to 25 years. Most respondents had worked for the company for one to three years, indicating they were in the early stages of their professional careers and organizational adaptation.

Data Collection Procedure

Primary data were collected using a structured questionnaire distributed through Google Forms. The online questionnaire was selected because it facilitated efficient distribution and data collection while allowing respondents to complete the survey at their convenience.

28 Prior to data collection, permission was obtained from the management of PT Perkebunan Nusantara IV Regional 1. Respondents were informed about the purpose of the

study, the voluntary nature of participation, confidentiality protection, and the intended use of the collected data.

Participation was entirely voluntary, and respondents were assured that their responses would remain anonymous. No personally identifiable information was collected, and all responses were used exclusively for academic purposes.

The questionnaire employed a five-point Likert scale ranging from:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

The use of a Likert scale is appropriate for measuring employee perceptions and attitudes toward organizational support, work environment, work-life conflict, and turnover intention.

Measurement of Variables

This study examined four main variables, namely Organizational Work-Life Support, Work Environment, Work-Life Conflict, and Turnover Intention.

Organizational Work-Life Support

Organizational Work-Life Support refers to employees' perceptions of the extent to which the organization supports balancing work and personal life responsibilities.

The construct was measured using four dimensions adapted from [9] and [10]:

1. Family Support
2. Work Support
3. Personal Support
4. Time Flexibility

Work Environment

Work Environment refers to employees' perceptions of physical and social workplace conditions that influence comfort, safety, and effectiveness in performing work activities.

The construct was measured using five dimensions:

1. Workplace Lighting
2. Air Circulation
3. Workplace Security
4. Working Atmosphere
5. Coworker Relationships

Work-Life Conflict

Work-Life Conflict refers to the incompatibility between work demands and personal life responsibilities, resulting in difficulties in managing multiple roles simultaneously.

The construct was measured through four dimensions adapted from Gupta and [11]:

1. Common Disturbances
-

2. Time Pressure
3. Work-to-Community Conflict
4. Feeling Rushed

3 **Turnover Intention**

Turnover Intention refers to an employee's conscious and deliberate willingness to leave the organization.

The construct was measured using three dimensions adapted from [12] and [13]:

1. Thoughts of Quitting
2. Intention to Leave
3. Desire to Search for New Employment

Table 2. Operational Definition of Variables

Variable	Dimensions
Organizational Work-Life Support	Family Support, Work Support, Personal Support, Time Flexibility
Work Environment	Lighting, Air Circulation, Security, Working Atmosphere, Coworker Relationships
Work-Life Conflict	Common Disturbances, Time Pressure, Work-to-Community Conflict, Feeling Rushed
Turnover Intention	Thoughts of Quitting, Intention to Leave, Desire to Search for New Employment

23 **Data Analysis Technique**

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4.

PLS-SEM was selected because it offers several advantages, including the ability to analyze complex models involving multiple latent constructs, mediation effects, and second-order constructs. Furthermore, PLS-SEM suits exploratory and predictive research and does not require strict assumptions about data normality [14]. The analysis was conducted in two stages:

Measurement Model Evaluation (Outer Model)

The outer model was assessed through:

1. Indicator Reliability (Outer Loadings)
2. Internal Consistency Reliability (Cronbach's Alpha and Composite Reliability)
3. Convergent Validity (Average Variance Extracted)
4. Discriminant Validity (HTMT Ratio)

15 **Structural Model Evaluation (Inner Model)**

The inner model was assessed through:

1. Collinearity Assessment (VIF)
2. Path Coefficients
3. Coefficient of Determination (R^2)
4. Effect Size (f^2)
5. Predictive Relevance (Q^2)

6. Bootstrapping Procedure
7. Mediation Analysis

The bootstrapping procedure determined the significance of relationships among variables at the 5 percent level ($\alpha = 0.05$). Hypotheses were accepted when the p-value was below 0.05, and the t-statistic exceeded 1.96.

Second-Order Construct Specification

This study employed a reflective-reflective second-order construct approach. A second-order construct model was considered appropriate because each latent variable consisted of several dimensions ³¹presenting a broader conceptual construct. Organizational Work-Life Support was conceptualized as a higher-order construct reflected by Family Support, Work Support, Personal Support, and Time Flexibility. Similarly, the researchers modeled Work Environment, Work-Life Conflict, and Turnover Intention as higher-order constructs represented by their respective dimensions. Using second-order constructs enabled a more comprehensive representation of each concept while reducing model complexity and improving theoretical interpretation.

Ethical Considerations

The researchers carefully maintained ethical principles throughout the research process. Before participation, respondents received information about the study objectives, data confidentiality procedures, and their rights as participants. Participation was voluntary, and respondents could withdraw at any stage without consequence. To ensure confidentiality, the researchers collected no personal identifiers. All responses were analyzed in aggregate form and reported solely for research purposes. The researchers also obtained permission from the management of PT Perkebunan Nusantara IV Regional 1 before conducting data collection. The study adhered to the principles of anonymity, confidentiality, voluntary participation, and academic integrity throughout the research process.

3. RESULTS AND DISCUSSION

3.1 Result

Figure 2 below shows the processed data, indicating that all constructs have inter-indicator loading values >0.70 . This indicates that all constructs, namely Organizational Work-Life Support, Work Environment, Work-Life Conflict, and Turnover Intention, meet convergent validity criteria.

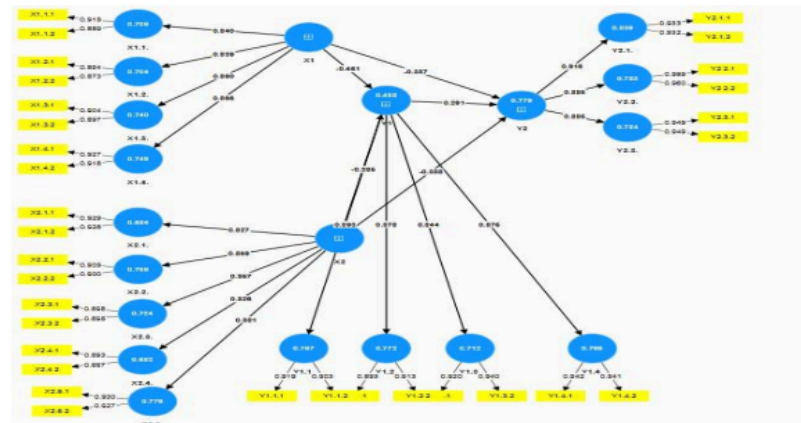


Figure 2. PLS Algorithm Test Results

Table 3. Cronbach's Alpha, Composite Reliability, and AVE Test Results

Variables	Indicator	Cronbach's Alpha	Composite Reliability	AVE
Organizational Work– Life Support (X1)	Corporate Support for Families (X1.1)	0.771	0.897	0.813
	Corporate Support For Work (X1.2)	0.719	0.877	0.781
	Corporate Support For Personal (X1.3)	0.767	0.896	0.811
	Time Flexibility (X1.4)	0.825	0.920	0.851
Work environment (X2)	Lighting in the workplace (X2.1)	0.840	0.926	0.862
	Air circulation in workplace (X2.2)	0.771	0.897	0.814
	Security on site Work (X2.3)	0.757	0.892	0.804
	Working Atmosphere (X2.4)	0.738	0.884	0.792
	Relationship with coworkers (X2.5)	0.840	0.926	0.862
Work – Life Conflict (Y1)	Common disorders (Y1.1)	0.796	0.907	0.830
	Time Pressure (Y1.2)	0.775	0.898	0.816
	Work-to-Community Conflict (Y1.3)	0.844	0.927	0.865
	Feeling rushed (Y1.4)	0.872	0.940	0.887
Turnover Intention (Y2)	Thoughts of quitting (Y2.1)	0.850	0.930	0.870
	The desire to leave (Y2.2)	0.913	0.958	0.920
	Desire to Find a New Job (Y2.3)	0.890	0.948	0.901

Source: Researcher Data Processing Results (2025)

Based on the reliability and convergent validity test results shown in Table 3, all variables in this study had Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) values that met the required criteria, namely, each exceeding the established threshold (Cronbach's Alpha and Composite Reliability > 0.70 and AVE >

0.50). Thus, all indicators for each variable are reliable and convergently valid, making them suitable for use in subsequent structural model analysis.

Table 4. Results of R-Square Test Value

Endogenous Variables	R- Square (R^2)	Information
Work - Life Conflict (Y1)	0,498	Weak
Turnover Intention (Y2)	0,782	Substantial

Source: Data Processed by Researchers (2025)

Table 4 above shows that the R-Square (R^2) reflects the proportion of variance in the endogenous construct explained by the interrelated exogenous constructs. This value indicates the model's ability to explain a particular construct. The higher the R-Square (R^2) value, the greater the model's explanatory power [15]. A value of 0.75 is considered substantial, 0.50 is moderate, and 0.25 is considered weak [16]. Based on the results, the R-Square (R^2) value of 0.498 indicates that 49.9% of the variance in the Work-Life Conflict construct (Y1) is explained by the predictor constructs, indicating weak predictive power. Meanwhile, the R-Square (R^2) value of 0.782 indicates that 78.2% of the variance in the Turnover Intention construct (Y2) is explained by related exogenous constructs, which fall into the strong (substantial) capability category. Overall, this indicates that the model's predictive power is quite good.

Table 5. Hypothesis Testing Results

Hypothesis	Path Coefficient	T Statistic	P Value
Organizational Work – Life Support -> Work – Life Conflict	-0,450	6,189	0,000
Organizational Work – Life Support -> Turnover Intention	-0,389	7,525	0,000
Lingkungan Kerja -> Work – Life Conflict	-0,386	4,187	0,000
Lingkungan Kerja -> Turnover Intention	-0,392	5,459	0,000
Work – Life conflict -> Turnover Intention	0,287	3,463	0,000
Organizational Work – Life Support -> Work – Life conflict -> Turnover Intention	-0,129	2,687	0,004
Lingkungan Kerja -> Work – Life Conflict-> Turnover Intention	-0,111	3,337	0,000

3.2 Discussion

Organizational Work-Life Support and Turnover Intention

The results revealed that Organizational Work-Life Support has a significant negative effect on Turnover Intention among Generation Z employees at Kebun Sisumut. This finding indicates that employees who perceive greater organizational support for work-life balance tend to show lower intentions to leave the company.

The result supports previous studies by [17], [18], and [19], which concluded that organizational support plays an important role in reducing employees' desire to resign. When employees perceive that their organization genuinely cares about their well-being

and personal needs, they are more likely to develop positive attitudes toward the organization and remain committed to their employment.

From the perspective of Social Exchange Theory [20], employees tend to reciprocate favorable treatment received from their organizations. Organizational support creates a sense of obligation among employees to return positive treatment through loyalty, commitment, and willingness to remain with the organization. Employees who perceive strong support feel valued, respected, and appreciated, which strengthens their emotional attachment to the organization.

This finding is particularly important within the plantation context. Unlike employees working in urban office settings, plantation employees often face geographical isolation and limited access to external support systems. Consequently, organizational support becomes an essential resource that strongly shapes employees' perceptions of organizational care and concern.

For Generation Z employees, organizational support may be even more critical because this generation places considerable importance on work-life balance, psychological well-being, flexibility, and supportive workplace relationships. Previous studies have consistently shown that Generation Z employees prioritize quality of life and meaningful employment experiences alongside financial compensation. Therefore, when organizations adequately support employees' work-life needs, Generation Z employees are more likely to stay.

The findings suggest that organizations seeking to retain Generation Z employees should invest in policies and practices that demonstrate genuine concern for employee well-being. Such initiatives may include flexible scheduling, family-supportive policies, supervisor support programs, mental health resources, and employee assistance services.

Work Environment and Work-Life Conflict¹⁸

The results indicate that Work Environment has a significant negative effect on Work-Life Conflict. This finding shows that a more supportive work environment reduces the conflict employees experience between work and personal life.

The result aligns with previous findings reported by [21], [22], and [23], which emphasized the importance of workplace conditions in shaping employees' experiences of work-life balance.

The work environment in this study encompasses both physical and social dimensions, including workplace lighting, air circulation, security, working atmosphere, and relationships among coworkers. Together, these dimensions influence employees' comfort, psychological well-being, and ability to perform their jobs effectively.

³⁶ Within the plantation setting, the work environment assumes a particularly important role because employees spend substantial portions of their time within the organizational environment. Plantation operations often take place in geographically remote areas where employees have limited access to external recreational facilities and social activities. Consequently, workplace conditions become central to employees' daily experiences.

A supportive work environment may reduce work-life conflict through several mechanisms. First, comfortable physical working conditions reduce fatigue and stress,

allowing employees to preserve energy for personal and family activities. Second, positive social relationships with coworkers create emotional support systems that help employees cope with work-related demands. Third, a safe and secure workplace minimizes anxiety and psychological strain that might otherwise spill over into employees' personal lives.

The findings also support Conservation of Resources Theory. A supportive work environment provides valuable resources that help employees manage role demands effectively. By reducing resource depletion associated with stressful working conditions, organizations can minimize work-life conflict.

For Generation Z employees, workplace environment quality ³ may be particularly influential because this generation tends to prioritize psychological safety, collaboration, inclusiveness, and positive workplace experiences. Therefore, organizations that create supportive work environments may be better positioned to attract and retain younger employees.

Work Environment and Turnover Intention

The findings demonstrate that Work Environment significantly reduces Turnover Intention among Generation Z employees. This result indicates that employees who perceive their work environment positively are less likely to consider leaving the organization.

This finding aligns with studies by [24], [25], and [26], which reported that favorable workplace conditions contribute significantly to employee retention.

Within the context of Kebun Sisumut, work environment quality appears to be a critical determinant of employees' decisions regarding continued employment. Plantation workplaces differ substantially from urban workplaces because employees often work in physically demanding environments with limited access to modern facilities and infrastructure.

Generation Z employees entering plantation organizations may compare their workplace experiences with expectations formed through digital media exposure and broader societal trends. If workplace conditions fail to meet these expectations, employees may become dissatisfied and begin considering alternative employment opportunities.

²⁴ The findings indicate that both physical and social workplace characteristics influence employees' intentions to remain with the organization. A comfortable workplace, supportive colleagues, adequate safety conditions, and a positive working atmosphere collectively contribute to employees' organizational attachment.

From the perspective of Social Exchange Theory, employees interpret positive workplace condition⁵ as evidence that the organization values their well-being. In response, employees reciprocate through increased commitment and reduced intentions to leave.

The findings suggest that plantation organizations should continuously evaluate workplace conditions to ensure alignment with employee expectations, particularly those of younger generations entering the workforce.

Work-Life Conflict and Turnover Intention

The results indicate that Work-Life Conflict has a significant positive effect on Turnover Intention. Employees experiencing higher levels of conflict between work and personal responsibilities are more likely to consider leaving the organization.

This finding supports previous research conducted by [27], [28], and [29], which consistently found that work-life conflict contributes to employee withdrawal behaviors and turnover intentions.

Work-life conflict occurs when pressures associated with work and personal roles become incompatible, making participation in one role more difficult because of participation in another role. Employees experiencing work-life conflict may feel overwhelmed, emotionally exhausted, and unable to meet expectations in either domain.

In plantation environments, work-life conflict may emerge because of long working hours, demanding operational schedules, geographical distance from family members, limited opportunities for personal activities. Such challenges may be especially difficult for Generation Z employees, who generally place strong emphasis on maintaining balance between work and personal life.

Conservation of Resources Theory provides a useful explanation for these findings. Work-life conflict reflects resource depletion, in which employees have insufficient time, energy, or psychological resources to meet competing role demands. When resource depletion becomes chronic, employees may seek alternative employment situations perceived as less demanding and more supportive.

The findings indicate that reducing work-life conflict should be a strategic priority for organizations seeking to improve employee retention. Interventions that promote work-life balance may not only enhance employee well-being but also reduce organizational costs associated with turnover.

The Mediating Role of Work-Life Conflict

One of this study's most important contributions is identifying Work-Life Conflict as a key mediating mechanism linking Organizational Work-Life Support and Work Environment to Turnover Intention.

The results show that Organizational Work-Life Support indirectly reduces Turnover Intention through Work-Life Conflict. Similarly, Work Environment indirectly influences Turnover Intention by reducing employees' experiences of Work-Life Conflict.

Importantly, the direct effects of Organizational Work-Life Support and Work Environment on Turnover Intention remained significant after including the mediator. Therefore, Work-Life Conflict functions as a partial mediator rather than a full mediator.

These findings provide deeper insight into how organizational practices influence employee retention. Organizational support and workplace conditions not only affect turnover intentions directly; they also shape employees' experiences of role conflict, which in turn influences their decisions about organizational membership.

The mediation findings strongly support Conservation of Resources Theory. Organizational support and favorable workplace conditions provide employees with

resources that reduce resource depletion and role conflict. Reduced work-life conflict then lowers employees' desire to leave.

Similarly, the findings support Social Exchange Theory because supportive organizational practices foster positive employee perceptions, which contribute to stronger organizational attachment and reduced turnover intention.

A particularly noteworthy implication concerns the unique characteristics of Generation Z employees. This generation often has heightened expectations around flexibility, work-life integration, mental health, and ³⁵personal well-being. Consequently, work-life conflict may play an especially influential role in shaping retention outcomes among younger employees.

Organizations ^{that} fail to address work-life conflict may struggle to retain Generation Z talent, regardless of compensation levels or career opportunities. Conversely, organizations that proactively support work-life balance may achieve significant advantages in employee retention and organizational sustainability.

³¹ 3.3 Practical Implications

This study's findings have important practical implications for the management of Kebun Sisumut and other plantation-based organizations that employ Generation Z workers. The results indicate that Organizational Work-Life Support and Work Environment play significant roles in reducing Work-Life Conflict and ⁵Turnover Intention. Therefore, management should prioritize developing human resource policies that support employees' ability to balance ³work and personal responsibilities. These policies are particularly important because Generation Z employees tend to place greater emphasis on work-life balance, well-being, and supportive organizational cultures than previous generations. By strengthening organizational support and creating a conducive work environment, organizations can improve employee retention and enhance workforce stability.

One important implication is strengthening Organizational Work-Life ²⁰Support programs. Management should develop policies and practices that help employees manage the demands of both work and personal life more effectively. Such initiatives may include flexible scheduling arrangements where operationally feasible, employee-friendly leave policies, family-supportive supervisory practices, and counseling services that help employees address personal and work-related challenges. In addition, organizations should establish workload monitoring systems to ensure that employees are not exposed to excessive work demands that may interfere with their personal lives. These initiatives can help employees maintain a healthier balance between ¹²work and non-work responsibilities, thereby reducing the likelihood of experiencing Work-Life Conflict and intentions to leave the organization.

The findings also highlight the importance of continuously improving workplace facilities and overall working conditions. Plantation organizations should pay particular attention to workplace lighting, air circulation, occupational safety, environmental comfort, and the availability of adequate rest facilities. Because plantation operations are often located in relatively remote areas, organizations should also ensure that employee housing,

transportation access, and supporting infrastructure meet acceptable standards. Improvements in these areas can enhance employee comfort and reduce work-related stress, which may ultimately contribute to lower levels of ²⁴Work-Life Conflict. Furthermore, a safe and comfortable work environment can strengthen employees' perceptions that the organization genuinely values their well-being, thereby reducing their intention to seek employment elsewhere.

Another important implication concerns developing social support within the workplace. The results suggest that supportive interpersonal relationships can contribute to more positive employee experiences and lower turnover intention. Therefore, organizations should encourage positive interactions among employees through team-building activities, mentoring programs, peer support initiatives, leadership development activities, and regular communication forums. Such programs can foster a sense of belonging and strengthen social bonds among employees, which is particularly important in plantation environments where employees often spend extended periods of time together. Strong social support systems can also help employees cope more effectively with workplace challenges and reduce feelings of isolation that may arise from working in geographically remote locations.

The study ⁵further suggests that organizations should develop specific retention strategies tailored to the characteristics of Generation Z employees. Compared to previous generations, Generation Z employees generally place greater importance on career growth, continuous learning opportunities, regular feedback, recognition, and meaningful work experiences. Therefore, organizations should invest in career development programs, employee training initiatives, performance feedback systems, and recognition mechanisms that acknowledge employee contributions. In addition, management should use digital communication platforms and employee engagement activities that align with Generation Z workers' technological preferences. Implementing these strategies can strengthen organizational commitment and increase employees' willingness to remain with the company over the long term.

Finally, organizations should regularly assess employee well-being and workplace experiences to identify potential issues before they develop into serious retention problems. Management should periodically monitor indicators such as work-life conflict levels, employee satisfaction, perceptions of organizational support, workplace climate, and turnover intention trends. These assessments can help organizations identify areas for improvement and develop targeted interventions to address employee concerns. Regular evaluation also enables management to track the effectiveness of existing human resource policies and make necessary adjustments based on employee feedback. By proactively monitoring employee well-being and organizational conditions, plantation companies can reduce turnover risks and create a more sustainable and supportive work environment for Generation Z employees.

3.4. ⁵Study Limitations

Several limitations should be acknowledged when interpreting this study's findings. First, the study was conducted at a single plantation site, namely Kebun Sisumut PT

Perkebunan Nusantara IV Regional 1 North Sumatra. Consequently, the findings may not be fully generalizable to other plantation organizations or industrial sectors. Second, the study employed a cross-sectional research design. Therefore, the relationships identified represent associations observed at one point in time rather than definitive causal relationships. Third, all data were collected using self-report questionnaires, which may increase the potential for common method bias despite procedural measures implemented during data collection. Fourth, the study focused exclusively on Generation Z employees. Although this focus represents a strength of the research, comparisons with other generational groups were beyond the scope of the study. Finally, the model explained 78.2% of the variance in Turnover Intention, suggesting that additional factors not included in the present study may also influence employee retention decisions.

4. CONCLUSION

This study examined the relationships among Organizational Work-Life Support, Work Environment, Work-Life Conflict, and Turnover Intention among Generation Z employees at Kebun Sisumut PT Perkebunan Nusantara IV Regional 1 North Sumatra. The findings indicate that Organizational Work-Life Support and Work Environment are significantly associated with lower levels of Work-Life Conflict and Turnover Intention. Furthermore, Work-Life Conflict is positively associated with Turnover Intention, suggesting that employees experiencing greater role conflict are more likely to consider leaving the organization. The study also demonstrates that Work-Life Conflict partially mediates the relationships between Organizational Work-Life Support and Turnover Intention as well as between Work Environment and Turnover Intention. These findings suggest that organizational support and favorable workplace conditions reduce turnover intention both directly and indirectly by shaping employees' work-life experiences. Overall, the findings highlight the importance of creating supportive organizational environments that help Generation Z employees manage work and personal responsibilities effectively. Such efforts may contribute significantly to employee retention and long-term organizational sustainability within plantation-based agribusiness organizations.

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