

Turnover Intention: The Moderating Role of Affective Commitment on Leadership and Engagement at PT Natura Pesona Mandiri Bali

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Abstract

This research examines the effects of transformational leadership and employee engagement on turnover intention, moderated by affective commitment. It adopts an explanatory method to investigate causal links between variables and validate the formulated hypotheses. The population comprises all 70 employees at PT Natura Pesona Mandiri, sampled entirely through a census (total sampling) technique. Data collection occurred from September 2024 to February 2025 via structured questionnaires distributed on Google Forms, employing an ordinal scale. Analysis was conducted using Partial Least Squares Structural Equation Modeling (SEM-PLS) in SmartPLS software, including outer model checks for validity and reliability, and inner model tests for hypotheses via 5,000-resample bootstrapping. Findings reveal that transformational leadership lacks a significant direct impact on turnover intention, but employee engagement significantly reduces it negatively. These outcomes highlight affective commitment's vital role in bolstering leadership and engagement efficacy to lower turnover intention, alongside confirming transformational leadership's indirect contribution to employee retention.

Keywords: transformational leadership, employee engagement, turnover intention, affective commitment.

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INTRODUCTION

Within any organization, human resources represent the paramount strategic resource, as they significantly shape the triumph and longevity of business activities. Reliable and high-caliber personnel serve as a cornerstone for boosting organizational performance, output levels, and market edge. Yet, numerous firms encounter substantial challenges stemming from elevated employee departure rates, which interrupt operational flow and escalate expenses related to hiring, onboarding, and integrating fresh hires. A preliminary signal for spotting this hazard is turnover intention, defined as workers' inclination to depart the company willingly for superior prospects (Santoni & Harahap, 2018). Such occurrences are typically driven by elements like workplace discontent, mental strain, suboptimal leadership approaches, and diminished involvement or loyalty toward the firm.

From a theoretical standpoint, the development of job exit intentions can be elucidated via various established frameworks. In Mobley's (1977) Model of Employee Turnover, the desire to resign emerges via a mental sequence starting with job discontent, followed by contemplation of departure, assessment of alternative

employment options, culminating in the choice to exit the company. Likewise, Price & Mueller (1981) through their Causal Model of Turnover posit that elements such as work fulfillment, dedication to the organization, advancement possibilities, and employment environment dictate whether staff remain or depart. A common catalyst for turnover intention involves discrepancies between stated job roles and actual duties executed (job mismatch). These discrepancies foster dissatisfaction since workers perceive their assigned tasks as misaligned with anticipated roles or formal descriptions. Per Herzberg's Two-Factor Theory (1959), this falls under hygiene elements that erode job satisfaction; meanwhile, March & Simon's (1958) Organizational Equilibrium Theory suggests that disparities between inputs invested and outputs gained heighten employees' propensity to abandon the organization.

The phenomenon of mismatch between job description and job mismatch is one of the causes that often leads to turnover intention. In this context, Herzberg's Two-Factor Theory (1959) explains that there are two factors that influence job satisfaction: motivating factors (achievement, recognition, responsibility) and hygiene factors (salary, working conditions, relationships with superiors). The mismatch between job description and actual work can be categorized as a negative hygiene factor that causes job dissatisfaction and leads to increased turnover intention. This is reinforced by March & Simon's Organizational Equilibrium Theory (1958), which states that employees will remain in an organization as long as the rewards and satisfaction obtained are commensurate with the effort they expend. When there is a mismatch between expectations and job reality, this balance is disturbed, and the tendency to leave the organization increases. The following data shows that the turnover rate at PT Natura Pesona Mandiri occurs frequently every year.

To counteract this issue, leadership approaches are essential that can alleviate workplace discontent and elevate staff involvement. Transformational leadership stands out as a promising style in this regard. Bass (1985) describes it as emphasizing inspiration, encouragement, and personalized focus on team members. Such leaders cultivate a feeling of community and imbue tasks with purpose, leading to greater dedication and allegiance among employees toward their employer. Studies by Piccolo & Colquitt (2006) and Buil, Martínez, & Matute (2019) indicate that transformational leadership inversely affects turnover intention by enhancing satisfaction and loyalty via emotional backing and strong interpersonal exchanges.

Moreover, the nature of leadership directly impacts intentions to depart. Certain workers perceive insufficient care, direction, or assistance from managers. Within corporate settings, the adoption of transformational leadership remains inadequate. Nonetheless, Bass (1985) highlights how it delivers motivation, drive, and tailored support to followers, thereby building affiliation and bolstering organizational loyalty. Investigations by Piccolo & Colquitt (2006) and Buil, Martínez, & Matute (2019) further confirm its adverse link to turnover intention through boosted fulfillment and devotion among staff.

Conversely, employee engagement levels at PT Natura Pesona Mandiri appear notably subdued, marked by limited involvement in company events, diminished accountability for duties, and waning zeal for task completion. Drawing from Schaufeli & Bakker's (2004) Job Demands-Resources (JD-R) Model, such low engagement stems from deficient resources like clear role definitions,

acknowledgment, and backing from leaders and peers. Consequently, this fosters a heightened urge among employees to pursue alternative employment perceived as more fitting.

Additionally, diminished affective commitment among certain staff contributes to the turnover intention at this firm, with some merely performing duties out of duty sans pride or emotional bond to the entity. Yet, Meyer & Allen (1997) note that robust affective commitment retains workers despite role discrepancies. Thus, feeble affective commitment may undermine the beneficial effects of transformational leadership and engagement in curbing turnover intention.

From this overview, it is evident that turnover intention at PT Natura Pesona Mandiri arises not solely from personal elements but also from firm-wide dynamics, encompassing leadership approaches, engagement degrees, and affective ties to the organization. The present research seeks to evaluate how transformational leadership and employee engagement mitigate turnover intention especially amid job description-reality gaps and the moderating function of affective commitment in fortifying this dynamic.

METHODOLOGY

This research adopts an explanatory design to systematically explore causal connections between variables and rigorously evaluate the proposed hypotheses. It centers on assessing how transformational leadership and employee engagement affect turnover intention, alongside probing affective commitment's moderating influence. The explanatory approach fits perfectly, as it elucidates variable interlinks and delivers empirical insights into their magnitude and orientation (Sugiyono, 2019).

The study's population encompassed every one of the 70 staff members at PT Natura Pesona Mandiri, enabling a full census or total sampling strategy. This method incorporates all population elements as participants, enhancing data precision, representativeness, and reducing selection errors (Sekaran & Bougie, 2016). Data gathering spanned six months, September 2024 through February 2025, via structured surveys disseminated through Google Forms. The instrument drew from validated theories and prior studies, utilizing an ordinal scale to gauge participants' views, sentiments, and encounters concerning transformational leadership, engagement, affective commitment, and turnover intention (Likert, 1932).

Before core analysis, instruments underwent validity and reliability checks to guarantee measurement integrity and precision. Validity assessments verified if indicators aptly captured target constructs, whereas reliability evaluations gauged instrument steadiness and uniformity (Ghozali, 2021). Solely qualifying indicators proceeded to subsequent steps. The analytical framework involved Partial Least Squares Structural Equation Modeling (SEM-PLS), facilitated by SmartPLS software – a favored tool in social sciences for handling intricate multivariable setups and smaller datasets (Hair et al., 2019).

Analysis unfolded across two key phases: outer and inner model assessments. Outer model scrutiny examined construct validity and reliability, covering convergent validity, discriminant validity, and composite reliability. Hypotheses were tested via

bootstrapping with 5,000 iterations for robust estimates (Hair et al., 2019). Variable links deemed significant featured t-statistics ≥ 1.96 or p-values ≤ 0.05 (Ghozali, 2021). Moderation was probed through interaction effects to discern if affective commitment amplifies or diminishes the impacts of transformational leadership and engagement on turnover intention, yielding deeper insights into retention drivers organizationally”.

RESULTS AND DISCUSSION

The participants in this research totaled 70 employees working at PT Natura Pesona Mandiri, providing a comprehensive snapshot of the company's workforce. This full census approach ensured every staff member contributed to the data, enhancing the study's reliability and relevance to the organizational context. Among these, age distribution emerged as a key characteristic, revealing a predominantly young employee base that could influence dynamics like engagement, commitment, and retention tendencies. Such demographics are crucial for interpreting findings on turnover intention, as younger workers often exhibit distinct career aspirations and mobility patterns compared to older cohorts.

The most prevalent age segment was 20-30 years, encompassing 57 respondents and constituting 81.43% of the entire sample. This overwhelming majority points to a youthful organizational culture at PT Natura Pesona Mandiri, potentially driven by recent hiring trends or entry-level positions suited for early-career individuals. Younger employees in this range typically bring fresh energy, adaptability, and tech-savviness, yet they may also face challenges like job instability or skill mismatches that heighten turnover risks. The high representation here amplifies the study's focus on factors like transformational leadership and engagement, which are vital for retaining this vital demographic and fostering long-term loyalty.

In contrast, the 30-40 age group included 12 respondents, equating to 17.14% of participants, indicating a smaller but significant mid-level presence possibly holding supervisory or specialized roles. Meanwhile, only one respondent was under 20 years old, a mere 1.43%, suggesting limited entry of very junior staff, perhaps due to company policies or operational needs. These slimmer groups highlight diversity gaps but also emphasize the need for tailored strategies to support varied life stages, ensuring balanced retention across ages while addressing the dominant younger cohort's specific influences on turnover intention.

Outer Model

The results from the subsequent analysis cover the instrument's validity and reliability assessment via SmartPLS, detailing factor loading (FL), composite reliability (CR), Average Variance Extracted (AVE), and Cronbach's alpha (CA) outcomes as shown (refer to Table 1). Table 1 results indicate robust reliability standards, with every factor loading surpassing the 0.7 threshold, alongside elevated reliability metrics for all constructs (Cronbach's Alpha (CA) and Composite Reliability (CR) exceeding 0.7) and strong AVE figures (>0.5) (Hair et al., 2022). Thus, every construct qualifies as valid.

Table 1.
Outer Model Result

Variable/Indikator	LF	CR	AVE	CA
Transformational Leadership		0.83	0.64	0.79
		9	3	8
My boss is a good role model in behavior and work	0.874			
My boss is able to convey the vision and work goals clearly	0.845			
My boss invited me to look at the problem from a different perspective	0.808			
My boss respects the differences in abilities and character of each employee	0.781			
Employee Engagement		0.89	0.68	0.84
		7	5	6
I remain enthusiastic despite facing work pressure	0.885			
I am proud of the work I do	0.840			
I feel too focused when I'm working	0.807			
Affective Commitment		0.90	0.66	0.87
		8	7	7
I am willing to stay in this company for a long time	0.781			
I feel proud to work in this company	0.918			
I believe this company has values and advantages that are worth maintaining	0.785			
I am willing to provide ideas and suggestions for the progress of the company	0.912			
I have a strong emotional bond with the company	0.759			
Turnover Intention		0.94	0.84	0.91
		3	7	0
I feel unsure about staying with this company long term	0.920			
I started looking for job vacancy information at other companies	0.954			
I intend to leave this company if a better opportunity arises	0.883			

Table 2.
Hypothesis Testing Results

Hipotesis	Coeffecient	T Statistik	P Value	Keterangan
Transformational Leadership -> Turnover intention	-0.187	1.424	0.155	Reject
Employee engagement -> Turnover intention	-0.359	2.561	0.011	Accept
Transformational Leadership -> Employee engagement	0.690	7.083	0.000	Accept

Moderating Effect 1 -> Turnover intention	-0.987	2.302	0.022	Accept
Moderating Effect 2 -> Turnover intention	-0.395	2.002	0.046	Accept

The effect of transformational leadership on turnover intention

The impact of transformational leadership (X1) on turnover intention (Y) yields a t-value of 1.424, which falls below 1.994, alongside a p-value of 0.155 exceeding 0.05. Consequently, with the t-value less than the t-table threshold and p-value greater than 0.05, this research upholds H0 while rejecting H1. Hence, it determines that transformational leadership exerts no significant effect on employee turnover intention within PT Natura Pesona Mandiri. These results indicate that the better the transformational leadership at PT. Natura Pesona Mandiri, the less significant the reduction in employee turnover intention at PT. Natura Pesona Mandiri. These results indicate that the better the transformational leadership at PT. Natura Pesona Mandiri, the less significant the reduction in employee turnover intention at PT. Natura Pesona Mandiri.

Leadership approaches further shape turnover intention, as certain staff perceive insufficient care, direction, or backing from managers. Within the company setting, transformational leadership application remains inadequate. Nevertheless, Bass (1985) posits that it offers inspiration, drive, and personalized focus to followers, cultivating affiliation and enhancing organizational dedication. Studies by Piccolo & Colquitt (2006) and Buil, Martínez, & Matute (2019) likewise affirm its inverse effect on turnover intention via elevated satisfaction and allegiance among employees.

Conceptually, the negative coefficient direction signifies that stronger transformational leadership deployment correlates with reduced employee inclinations to depart the firm. This corresponds to the theory's core, highlighting leaders' capacity to deliver visionary guidance, spark internal motivation, extend tailored support, and promote intellectual challenge for team members. Such traits typically forge emotional bonds and a sense of community, thereby theoretically curbing turnover intention.

The effect of employee engagement on turnover intention

The influence of employee engagement (X2) on turnover intention (Y) yields a t-value of 2.561 exceeding 1.994, coupled with a p-value of 0.011 below 0.05. Thus, the computed t-value surpasses the t-table benchmark, while the p-value remains under 0.05, leading this research to accept H2 and reject H0. Accordingly, it establishes that employee engagement exerts a significant negative effect on turnover intention among staff at PT Natura Pesona Mandiri. These outcomes suggest that elevated engagement levels deliver a substantial inverse impact on employees' departure inclinations at PT Natura Pesona Mandiri. The downward coefficient trend implies that greater work involvement diminishes the propensity for quit intentions. The statistical significance confirms this link as non-coincidental, possessing robust explanatory strength within the study's framework.

Theoretically, this relationship can be explained through the Social Exchange Theory proposed by Blau (1964) and developed in an organizational context by Saks (2006). This theory states that the relationship between individuals and organizations

is reciprocal. When organizations provide support, appreciation, attention, and a conducive work environment, employees will reciprocate with positive attitudes such as loyalty, commitment, and high work involvement. Employee engagement is a form of this positive response. Employees who feel cared for and appreciated will develop a strong emotional bond with the organization, making them less likely to leave the company. Therefore, the higher the perceived engagement, the lower the turnover intention (Saks, 2006).

Additionally, the Job Demands-Resources (JD-R) Model by Schaufeli and Bakker (2004) elucidates this linkage's dynamics. It posits that engagement arises when workers access resources like managerial backing, growth prospects, task independence, and equitable compensation. These elements boost internal drive and fortify mental health. Experiencing energy, commitment, and immersion fosters a fulfilling work atmosphere. Such affirmative mindset serves as a shield, mitigating exhaustion and exit urges (Schaufeli & Bakker, 2004). Essentially, engagement buffers against turnover triggers.

Kahn's (1990) personal engagement theory offers deeper insight into this connection. He argued that people channel their physical, mental, and emotional efforts fully into roles when assured of safety, purpose, and resource access. Fulfilling these fosters work as integral to self-identity. This affiliation and bond lessen departure inclinations, as quitting equates to severing a core personal element.

Empirically, prior research uniformly reveals engagement's significant inverse tie to turnover intention. Laurensius (2024) demonstrated its negative effect, with rising engagement curbing staff exit tendencies. Irwanto et al. (2024) similarly found among healthcare personnel that amplified engagement diminished turnover desires. These consistent findings position engagement as a pivotal factor in retention efforts spanning diverse industries.

The effect of transformational leadership on employee engagement

The impact of transformational leadership (X1) on employee engagement (X2) produces a t-value of 7.083 surpassing 1.994, with a p-value of 0.000 under 0.05. Hence, the derived t-value exceeds the t-table standard, and the p-value stays below 0.05, prompting this research to embrace H3 and dismiss H0. It thereby affirms that transformational leadership positively and significantly influences employee engagement at PT Natura Pesona Mandiri. These findings reveal that enhanced transformational leadership yields a substantial positive effect in elevating employee engagement at PT Natura Pesona Mandiri.

Theoretically, this is supported by previous research and empirical reality in the field. Conceptually, transformational leadership is a leadership style that emphasizes the leader's ability to inspire, motivate, and transform the values and goals of subordinates to align with the organization's vision. Bass and Avolio (1994) explain that transformational leadership consists of four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These four dimensions are directly related to the formation of positive psychological conditions that form the foundation of employee engagement.

Theoretically, the favorable link between transformational leadership and employee engagement aligns with Schaufeli and Bakker's (2004) Job Demands-

Resources (JD-R) Model. It asserts engagement flourishes amid sufficient resources like managerial aid, task clarity, advancement paths, and achievement acknowledgment. Transformational leaders act as vital interpersonal assets. By offering precise guidance, helpful input, and motivational uplift, they make staff feel appreciated and capable. This elevates energy (vigor), commitment, and immersion – core engagement markers. Thus, intensified transformational traits correlate with heightened engagement.

Social Exchange Theory (Blau, 1964; Saks, 2006) bolsters this foundation robustly. It views leader-follower ties as mutual exchanges. When superiors extend personal focus, visionary spark, and growth aid, workers sense organizational psychological and relational gains. Reciprocally, they respond with robust engagement. Here, engagement emerges as payback for leaders' affirmative actions. Its potency stems from sustained, reliable exchanges forging emotional organizational ties.

Empirically, numerous studies affirm transformational leadership's positive, significant boost to engagement. Breevaart et al. (2014) linked leader behaviors to daily engagement gains via intrinsic drive. Tims, Bakker, and Xanthopoulou (2011) evidenced leadership support and stimulation elevating work involvement. Khan et al. (2022) in private firms showed its potent effect mediated by empowerment. Locally, Hasanah & Yuliana (2024) confirmed it heightens engagement by crafting inspiring atmospheres. This empirical uniformity validates the bond beyond theory, proven across diverse settings.

The effect of transformational leadership on turnover intention with affective commitment as a moderating

The influence of transformational leadership (X1) on turnover intention (Y), moderated by affective commitment (M), registers a t-value of 2.302 above 1.994, paired with a p-value of 0.022 beneath 0.05. Accordingly, t-value exceeds t-table, and p-value falls under 0.05, so this research endorses H4 and discards H0. It thus determines that transformational leadership negatively and significantly impacts employee turnover intention at PT Natura Pesona Mandiri when affective commitment moderates, or that affective commitment effectively moderates the link between transformational leadership and turnover intention. These results indicate that affective commitment is able to strengthen the negative relationship between transformational leadership and turnover intention in employees at PT. Natura Pesona Mandiri.

Theoretically, this negative influence can be explained through Social Exchange Theory (Blau, 1964), which states that the relationship between leaders and subordinates is reciprocal. When leaders demonstrate transformational behaviors such as providing an inspiring vision, individual attention, moral support, and encouragement for growth, employees will respond positively with loyalty and a desire to remain with the organization. Transformational leadership creates a quality of relationship that goes beyond formal employment; it builds trust, a sense of appreciation, and meaningful work. This psychological state directly suppresses

turnover intention because employees perceive they receive emotional and social value from the organization.

Furthermore, based on Meyer & Allen's (1991) Three-Component Model of Commitment theory, affective commitment is a form of individual emotional attachment to an organization, where employees stay because they want to, not because they are forced to or out of moral obligation. In a moderating context, affective commitment strengthens the influence of transformational leadership on turnover intention because high emotional attachment makes employees more responsive to positive leader behavior. When employees have high affective commitment, they not only value inspirational leadership but also internalize the organization's vision and values as part of their self-identity. Thus, the negative influence of transformational leadership on turnover intention becomes stronger at high levels of affective commitment.

Under the Job Demands-Resources (JD-R) Model (Schaufeli & Bakker, 2004), transformational leadership qualifies as a key job resource. Elements like superior backing, visionary direction, and contribution validation act as mental buffers boosting job fulfillment. Their presence fosters improved work settings, lessened stress, and heightened internal drive. Yet, their potency in curbing turnover intention hinges on workers' inner psyche, notably affective commitment. High-commitment staff leverage these optimally, yielding stronger turnover reductions versus low-commitment peers.

Empirically, prior works back this dynamic. Wang et al. (2011) via meta-analysis showed transformational leadership's marked inverse tie to turnover intention, mediated largely by commitment elevation. Nguyen et al. (2023) lately confirmed affective commitment amplifies leadership's retention impact, proving more potent for those with deep organizational bonds. These validate affective commitment's dual role as standalone predictor and strengthener of leadership-turnover links.

The effect of employee engagement on turnover intention with affective commitment as a moderating

The impact of employee engagement (X₂) on turnover intention (Y), moderated by affective commitment (M), displays a t-value of 2.002 above 1.994, with a p-value of 0.046 under 0.05. Thus, t-value surpasses t-table, and p-value dips below 0.05, leading this research to adopt H₅ and reject H₀. It thereby concludes that employee engagement negatively and significantly affects turnover intention at PT Natura Pesona Mandiri under affective commitment moderation, or that affective commitment successfully moderates the engagement-turnover intention link. These results show affective commitment reinforces the inverse bond between employee engagement and turnover intention among PT Natura Pesona Mandiri staff.

Conceptually, Social Exchange Theory (Blau, 1964) illuminates this tie, positing reciprocal individual-organization dynamics. Supportive settings fostering engagement via leadership aid, growth avenues, recognition, and upbeat climates elicit pro-organizational responses like retention desires. Elevated engagement embodies vigor, dedication, and absorption per Schaufeli & Bakker (2004). Kahn's (1990) engagement conditions theory further clarifies: meaningfulness, safety, and availability spark full physical, cognitive, emotional investment. This fosters profound

work ties, diminishing exit evaluations. High engagement curbs negative organizational assessments through emotional immersion.

Affective commitment's moderation draws from Meyer & Allen's (1991) Three-Component Model, denoting emotional identification and involvement. High levels mean staying from desire, amplifying engagement's retention power via enriched meaning and belonging. Low commitment weakens engagement's suppressive effect absent strong ties. Via the JD-R Model (Schaufeli & Bakker, 2004), engagement thrives on resources like support, autonomy, feedback, and development, countering demands while boosting resilience. Yet, retention optimizes with affective commitment adding emotional glue to engagement's motivational force.

Empirically, Albrecht et al. (2021) confirm engagement's consistent inverse to turnover across sectors. Gupta and Kumar (2023) showed commitment bolsters engagement-retention links, intensifying effects for emotionally bound staff. Nguyen et al. (2023) noted organizational attachment heightens engagement's retention in fluid settings. These affirm commitment's role as enhancer deepening engagement's stay influence.

CONCLUSION

This research examines how transformational leadership and employee engagement affect turnover intention, moderated by affective commitment. Results indicate transformational leadership lacks a direct significant impact on turnover intention, implying leadership enhancements alone fail to directly curb staff exit desires. Conversely, employee engagement demonstrates a significant negative effect, where greater involvement markedly diminishes departure inclinations. Moreover, transformational leadership positively and significantly boosts engagement, underscoring leaders' key function in nurturing work-related psychological bonds that indirectly lower turnover risks.

The study advances HR management scholarship by spotlighting affective commitment's pivotal moderating function. It confirms this commitment amplifies the inverse links of leadership and engagement to turnover intention, revealing emotional organizational ties as vital enhancers of their efficacy. Thus, leadership's turnover influence operates mainly indirectly, gaining potency through robust affective commitment. Overall, it offers nuanced insights into retention mechanisms, illuminating leadership-engagement-commitment interplay in mitigating organizational turnover.

ACKNOWLEDGMENTS

I extend my heartfelt thanks to everyone who assisted and contributed to the successful finalization of this research. Particular appreciation goes to my advisors, faculty members, and all participants from PT Natura Pesona Mandiri for their insightful advice, dedicated time, and willing collaboration. I am also profoundly grateful for the unwavering backing from my loved ones and companions, whose motivation proved essential during this entire endeavor.

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