

The Role of Authentic Leadership and Organizational Commitment to Reduce Turnover Intention in Digital Company

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ABSTRACT

The research analyzed the relationship between authentic leadership, organizational commitment, and turnover intention. The problem was that technology companies experienced an increase in turnover intention. It was unique in analyzing the causality of turnover intention through aspects of leadership and commitment. The research analyzed the direct and indirect effects of reducing turnover, conducted on digital companies operating in the consulting services sector. Purposive sampling was used as a sampling technique. Data collection was carried out using a questionnaire distributed via Google Forms with a total of 111 respondents. The research findings indicate that authentic leadership influences organizational commitment. Furthermore, organizational commitment has a negative influence on turnover intention. In addition, the indirect effect of authentic leadership on turnover intention is mediated by organizational commitment. Hence, it is essential for companies to increase employee commitment throughout the organization. Business organizations must pay attention to the phenomenon of turnover instruction. Meanwhile, employee turnover has a negative effect on the quality of business processes. The turnover instruction problem is a classic problem faced by every company. Aspects of leadership and organizational commitment must be the main factors in reducing turnover. The long-term success of a business is determined by the contribution and productivity of its employees. Turnover intentions can be reduced through implementing authentic leadership and consistently increasing organizational commitment.

Keywords: authentic leadership, organizational commitment, turnover intention, digital company

INTRODUCTION

The rapid and dynamic development of the digital industry has led to a significant demand for human resources. On the other hand, the digital business era requires agile, creative, and innovative employees. Every business organization requires an effective and efficient human resource management strategy (Zhou et al., 2021). The formulation of employee needs is directed towards being competitive in the increasingly tight business competition. Effective human resource management is crucial, considering that employees are a long-term intangible asset. Employees are regarded as a key and strategic factor in supporting

the achievement of the company's business targets. One of the company's strategies for managing human resources effectively is creating a work environment that fosters employee loyalty, active involvement in business activities, and job enthusiasm (Ahhammad et al., 2020). One of the major challenges faced by companies, especially in the digital industry, is managing loyalty and reducing high turnover, which is a classic problem for businesses (Barykin et al., 2021).

Michael Page Indonesia, a global professional recruitment services company, has published the "Talent Trends 2022 Report" titled "The Great X". This report explains that there has been a significant wave of resignations in Indonesia over the past two years. It

is noted that 43% of employees have a tenure of less than two years. It is reported that 84% of individuals are actively seeking new career prospects within six months. Furthermore, the report also reveals that 68% of Indonesian employees are willing to forgo salary or job promotion opportunities to achieve work-life balance (Page, 2022). These findings indicate a trend in the working environment in the era of Industry 4.0, dominated by millennial and Gen Z workers. The phenomenon of employees being oriented towards and intending to seek short-term employment in companies is prevalent. Each prospective employee has the mindset that there is no need to stay committed for too long, and it is very easy for them to consider leaving a job that they find unsatisfying. This generation sees their experience in a company or organization merely as a stepping stone to obtain another job. On the other hand, companies desire employees who are hardworking, possess business talent, and consistently provide innovative ideas to improve business services (Cattermole, 2019).

Turnover intention refers to an attitude among employees towards a desire to quit a job voluntarily or choose to switch to another company according to their preference (Apriani & Siregar, 2023; Berguig & Abdelbaki, 2021). The issue related to high turnover intention can disrupt the operational processes of a company and impact the dynamics of employee performance and teamwork. Furthermore, from a financial perspective, it can lead to increased costs in employee acquisition and retention, as well as investment expenses for organizations that already have optimal employee training and development

programs.

The researchers have obtained some data through preliminary research in one of the digital companies located in Jakarta. One of the management representatives has highlighted that the issue of turnover intention remains a concern in terms of the company's human resource management. The management is well aware that in the midst of advancing digital technologies, organizations require human resources with high levels of creativity, innovation, and loyalty to grow, compete, and achieve sustainable effectiveness and efficiency. Similar to competitor companies, the digital company mentioned also faces significant challenges in reducing employee turnover rates. Figure 1 presents the employee turnover rates in the digital company over the past three years.

Figure 1 illustrates that the employee turnover rate over the past three years remains significantly above 10%. Although the graph shows a gradual decline each year, the figures still fall far from the ideal target set by the company's management team, with a maximum target of 5% turnover rate. Various reasons have been identified for employees leaving the digital company, including salary concerns, work-life balance, leadership style, organizational culture, and personal matters outside of work. This situation poses a significant challenge for the company's management and the human resources department in reducing the turnover rate. The human resources department has engaged in various strategies and discussions with company management and external human resources practitioners to gain insights into effective turnover management (Mitrofanova et al., 2021).

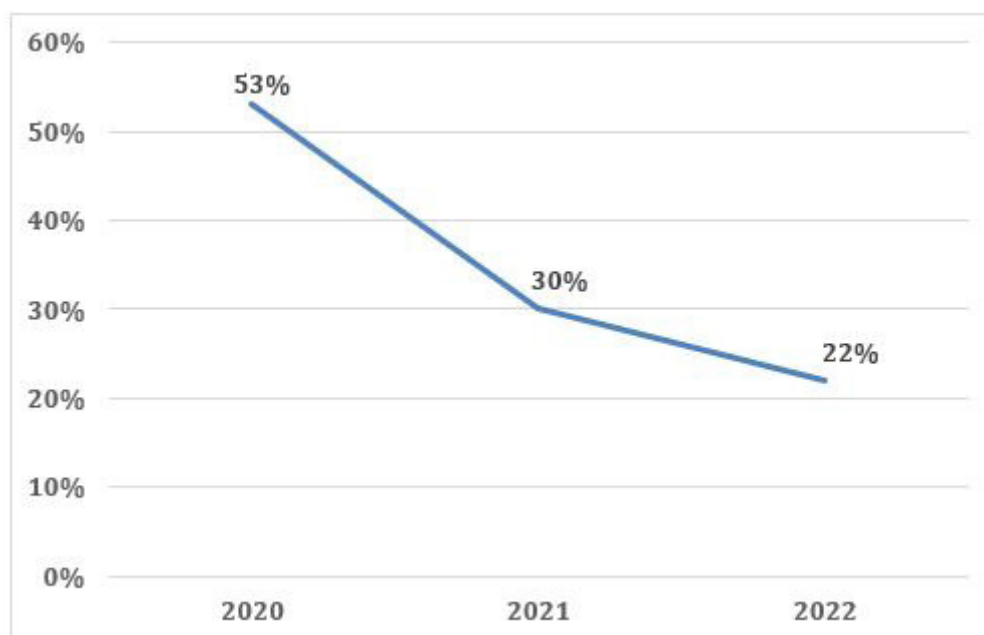


Figure 1 Turnover Rate Between 2020–2022

One of the aspects related to leadership and organizational behavior among employees in the company is particularly significant. Leadership is an engaging topic of discussion in this company. As a digital company, it has traditionally implemented a close working relationship between superiors and subordinates. The keyword in leadership is influence, whereby a leader's influence stems from their various strengths and qualities. This influence can then motivate followers to demonstrate loyalty to the leader and work together towards achieving the goals of the organization or company.

One highly popular type of leadership is authentic leadership. Authentic leadership focuses on integrity and personal character, which not only influences the decisions and actions made by a leader but also impacts the well-being of both the leader and their followers (Gardner et al., 2021). Authentic leadership portrays a representation of strength or excellence found in its inherent characteristics or value systems. The characteristics of an authentic leader include possessing a set of values that are intrinsic to their character and are transformed into shared values among their followers (Crawford et al., 2020). Authentic leaders are often perceived as sincere and honest in their beliefs, leading their followers to admire them and be motivated to achieve high-performance levels. Authentic leadership also has a positive impact on the behavior of organizational or company members and can reduce their desire to seek opportunities elsewhere.

Authentic leaders also tend to prioritize transparency in expressing their emotions and feelings, thereby enhancing employee engagement within the organization. It, in turn, indirectly fosters a sense of bonding among employees and the organization, leading to the development of organizational commitment within each employee (Neway & Singh, 2023). Organizational commitment is one of the most critical issues within an organization as it positively impacts employees' dedication and loyalty while negatively affecting their intention to leave (Guzeller & Celiker, 2020). Previous research on the aspects of authentic leadership, organizational commitment, and turnover intention has been conducted by (Ausar et al., 2016; Hwang et al., 2022). Several studies have shown that authentic leadership and organizational commitment can reduce turnover intention. However, other studies have yielded different results, indicating that authentic leadership and organizational commitment actually increase turnover intention (Jun et al., 2023; Primasheila et al., 2022). This difference highlights the need for further research to fill the gap in understanding turnover intention in different business contexts. Digital companies, in particular, face the challenge of high turnover rates that disrupt business processes. The research aims to analyze the implications of authentic leadership and organizational commitment on turnover intention. Previous studies have shown that authentic leadership alone may not be effective in reducing turnover intention. Given the

high turnover rates in digital companies, it is crucial to examine the leadership and organizational aspects to mitigate employee attrition.

Authentic leadership is a leadership style that requires leaders to act in accordance with their true character and originality (Obuba, 2023; Pioli et al., 2020). Leaders must embody honesty and maintain alignment between their behavior and their beliefs. The leadership style exhibited by an authentic leader should consistently reflect their true character and personality (Iszatt-White & Kempster, 2019). The process of employing authentic leadership leads to positive behaviors and conditions that foster self-awareness, internalized moral perspectives, balanced information processing, and social transparency. Authentic leadership focuses on integrity and personal character, which not only influence the decisions and actions made by a leader but also impact the well-being of both the leader and their followers. Authentic leadership portrays a representation of strength or excellence found in its inherent characteristics or value systems, namely authenticity (Shahzad et al., 2021).

Authentic leaders tend to have a deep understanding of themselves, their beliefs, and values, and they act openly and honestly based on these values and beliefs. Followers of these leaders perceive them as ethical individuals. Therefore, the primary quality resulting from authentic leadership is trust (Robbins & Judge, 2021). Authenticity is defined as purity, actuality, and factuality. It involves being compatible with a specific source or origin, conforming to usage or tradition, and displaying wholehearted sincerity without pretense or hypocrisy. Authentic leadership refers to a leader's character that is characterized by genuine actions focused on specific goals and motives. Authentic leadership is evaluated and guided based on genuineness and trustworthiness, with sincerity based on the genuine intentions demonstrated by a leader (Samwel Muguna, 2022). Authentic leadership is measured by self-awareness, relational transparency, balanced processing, and internalized moral perspective (Ausar et al., 2016). Self-awareness represents an individual's knowledge of how they develop and understand the world and evaluate themselves over time. Then, relational transparency is displayed when leaders show their true authentic selves while avoiding artificial or misleading self-presentations. Meanwhile, balanced processing is demonstrated when a leader accurately examines important facts before reaching a conclusion or making a decision. It involves actively seeking opposing viewpoints and considering them in-depth rather than solely relying on the leader's assumptions. Internalized moral perspective refers to an understanding that pertains to the internalized and integrated form of self-regulation. It involves an individual's internal beliefs and ethical principles, which guide their behavior and decision-making. This self-regulation is driven by the individual's internal moral compass more than external forces from the organization, team, or collective. It results in consistent behavior aligned with the individual's internal moral standards.

The authentic leader displays emotions and feelings honestly to the employees. This leader's attitude must be capable of controlling emotions in various situations (Gill et al., 2018). Every aspect should be considered to create a comfortable environment for the organization and employees. Failure to control emotions can have negative repercussions on the organization. Hence, authentic leadership is expected to play a significant role as a driver of employees' affective organizational commitment (Lee et al., 2019; Won & Goo, 2020). Several studies have shown a direct positive effect of authentic leadership on increasing organizational commitment (Baek et al., 2019; Hadian Nasab & Afshari, 2019). The implications between these variables are accompanied by changes in work attitudes, job satisfaction, work meaningfulness, and engagement (Goestjahjanti et al., 2020; Ribeiro, Duarte, Filipe, & Torres de Oliveir, 2020). Moreover, it is also argued that a balanced information processing aspect, transparency in relationships, and consistency between principles, words, and actions demonstrated by an authentic leader have proven to contribute to higher levels of commitment, willingness to act, and satisfaction among followers (Ausar et al., 2016). A positive and significant relationship between authentic leadership and organizational commitment has been found. Hence, the first hypothesis is as follows.

H1: Authentic leadership affects on organizational commitment positively.

Commitment is a state in which an individual becomes bound to it through actions with conviction, leading them to persist and engage in activities within it (Al-Jabari & Ghazzawi, 2019). Organizational commitment is defined as employees' loyalty towards the organization, demonstrated by their perseverance within the organization and lack of desire to leave it for any reason (Cury & Da Silva Veiga, 2023; Hngoi et al., 2023). Perception of organizational commitment represents employees' willingness to remain members of the organization. Organizational commitment significantly influences whether employees will remain as members of the organization or pursue other job opportunities elsewhere, leading them to switch and transition to other companies (Colquitt et al., 2018). Organizational commitment is understood as the extent to which individuals perceive themselves as members of the organization and find satisfaction in being a part of it. It is considered a primary belief of an individual, involving the adoption of the organization's values and objectives, a strong willingness to work for the organization, and the drive to exert maximum effort on behalf of the organization (Curado & Vieira, 2019). Organizational commitment is measured through affective, continuance, and normative dimensions (Allen & Meyer, 1996). Affective commitment reflects an individual's desire to remain a member of an organization due to emotional attachment to it. Then, continuance commitment reflects an individual's desire to remain a member of an organization because

of an awareness of the costs associated with leaving the organization. Normative commitment reflects an individual's desire to remain a member of an organization due to a sense of obligation.

Next, turnover intention refers to the behavior of employees who have the intention to leave, representing a cognitive shift related to the desire to detach themselves from their relationship with the organization or company (Namin et al., 2022). Employees tend to develop the desire to voluntarily quit a job or choose to move to another company according to their preferences (Chiat & Panatik, 2019). This situation significantly impacts the behavior of employees in terms of their intention to leave or remain a part of the organization or company. Turnover intention can result in high recruitment, selection, and training costs (Santhanam & Srinivas, 2020). Employee turnover within a company or organization is always an invisible nemesis in many developing economies as it can disrupt operational activities, team collaboration, and unit performance (Suyono et al., 2020). Turnover intention is based on an employee's desire to leave the company or organization within a specific period. Turnover intention can guide an organization or company toward the total number of employees leaving within a specific period (Castro-González et al., 2021). Turnover intention is measured through thinking of quitting, job search, and intention to quit (Bothma & Roodt, 2013). Thinking of quitting is an individual's attitude of considering leaving a company or organization, during which they contemplate whether to leave their job or remain in their current work environment. Job search refers to the behavior of an employee searching for additional income outside of their current company or organization. Meanwhile, the intention to quit is a behavior exhibited by an individual during employment, often characterized by high absenteeism and lateness before making a decision to leave an organization.

Organizational commitment is considered to shape positive behaviors to reduce turnover intention (Xia et al., 2022). Employees who feel comfortable in their work environment are more likely to stay for the long term. Previous studies have shown that organizational commitment has a negative effect on turnover intention (Ausar et al., 2016; Satardien et al., 2019). The research assumption is that with a high perception of commitment toward organizational progress, employees are less likely to consider seeking new employment. Organizations incur losses when they lose employees who move to other companies. The costs, time, and abilities required to replace a new employee are significantly different due to the need for adaptation to the job, coworkers, and performance targets. The research also highlights that organizational commitment is one of the most critical issues in the organizational context because it positively impacts employee dedication and loyalty and negatively affects their intention to switch jobs. Moreover, commitment is a powerful organizational indicator and a better predictor of turnover than job

satisfaction, employee performance, and absenteeism. So, the following is the second hypothesis.

H2: Organizational commitment negatively affects on turnover intention.

Authentic leadership is expected to reduce employee turnover. This implementation involves incorporating organizational commitment into the alignment of perceptions among all employees. Previous studies have demonstrated that authentic leadership indirectly influences turnover intention through the mediating role of organizational commitment (Ausar et al., 2016; Ribeiro et al., 2022; Zhang et al., 2022). Similar research has been applied to organizations operating in the hospitality, education, and healthcare industries (Alilyyani et al., 2022; Alkadash, 2020; Ribeiro, Duarte, & Fidalgo, 2020). The research seeks to explore the issue of high turnover in digital businesses, providing a distinctive perspective. The indirect effect assumes that with authentic leadership and strict organizational commitment among all employees, the resulting impact can effectively reduce turnover intention. The turnover intention remains a classic problem experienced by all business organizations (Salimah, 2021), presenting a problem that requires a solution. As a mediating variable, organizational commitment is expected to strengthen the ability of authentic leadership to reduce turnover intention in the digital industry.

H3: Authentic leadership has an indirect negative effect on turnover intention, mediated by organizational commitment.

Based on the literature review and formulated hypotheses, the research aims to analyze the effect of authentic leadership and organizational commitment on turnover intention. Figure 2 represents the conceptual framework of the research. It illustrates the relationship between authentic leadership and turnover intention. Additionally, it demonstrates the mediating effect of organizational commitment between these

two main variables. This concept serves as the basis for analytical thinking when interpreting the research results. The research bears some similarity to a previous study conducted by Ausar et al. (2016). However, there is a distinguishing factor in the research, which lies in the subject of the study. The previous research focuses on employees in the hospitality industry, while the research involves employees at a digital technology company.

To the best of the researcher's knowledge, research examining the relationship and effect of these three variables has not been previously conducted in the digital and technology industry setting, particularly in Indonesia. The research is unique in testing research models in different industries. The company has a turnover intention problem, which is analyzed from a commitment and leadership perspective. The novelty of the research uses aspects of authentic leadership that focus on fostering good relationships between leaders and subordinates. The problem that occurs in the research object is reducing turnover through leadership and organizational commitment. The selection of these two variables shows the organization's ability to reduce turnover intention. Previous research looks at turnover intention on a broader scale and does not target one company. The added value of the research is that it makes one company the object of research, and the results are used as strategic recommendations for the problem of turnover intention.

METHODS

The research design utilized in the research is a quantitative descriptive method. Every research using quantitative methods focuses on collecting the data needed to prove the assumptions of the research hypothesis (Bell et al., 2022). The research context involves analyzing the reduction of turnover intention with authentic leadership and organizational commitment as predictors. The research is conducted at a technology company providing business consulting services. The research analyzes both the direct and indirect effects on turnover intention.



Figure 2 Research Model

The research analyzes the relationship between authentic leadership, organizational commitment, and turnover intention. Authentic leadership is measured by four dimensions: self-awareness, relational transparency, balanced processing, and internalized moral perspective (Ausar et al., 2016). It is assumed that authentic leadership tends to focus on aligning the leader's character with the values within a group to ensure effective organizational functioning. Meanwhile, organizational commitment is measured through affective, continuance, and normative dimensions (Meyer et al., 2002). Then, turnover intention is measured using thinking of quitting, job search, and intention to quit (Bothma & Roodt, 2013). Data are collected online using Google Forms. A 5-point Likert scale is also used, where respondents can choose 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree).

The research employs a purposive sampling technique tailored to the research needs. Purposive sampling is a technique that focuses on data availability and is flexible according to research requirements (Sekaran & Bougie, 2019). The research sample includes employees working in digital companies, with a total of 111 respondents. Respondents are active employees, possess at least 6 months to 1 year of working experience, and are 19 to 40 years old. A total of 132 responses are collected. Prior to data analysis, data are filtered based on the eligibility criteria.

The research also uses the Structural Equation Modeling (SEM) technique to analyze direct and indirect effects in the variable model. SEM is a combination of factor analysis, regression, and path analysis (Hair, Ringle, et al., 2019). Applying SEM, the test is conducted to determine the values of direct, indirect, and total effects between exogenous and endogenous variables. SEM is selected due to its higher flexibility in linking theory and data, as well as its ability to perform path analysis with latent variables, making it frequently used in social science research. The first step involves measuring the research indicators with a minimum outer loading value of 0.7 (Sarstedt & Cheah, 2019). The second step entails assessing validity and reliability using values of Cronbach's alpha, composite reliability, and rho_A above 0.7 (Afthanorhan et al., 2020). In the third step, discriminant validity is evaluated with a comparison of Fornell-Larcker criterion values greater than the Average Variance Extracted (AVE), indicating the fulfillment of discriminant validity (Rasoolimanesh, 2022).

Next, the R-square value indicates the influence between variables in the model, explaining the effect of exogenous latent variables on endogenous latent variables. If the R-square value approaches 1, it signifies a strong substantive relationship (Chicco et al., 2021). The hypothesis is tested to determine whether the proposed hypotheses in the research model are accepted or rejected. The hypotheses are tested by seeing the values from the original sample, t-statistics, and p-values from Bootstrapping Smart

PLS. The proposed hypotheses are supported if the p-value is less than 0.05 (Hair, Sarstedt, & Ringle, 2019). Meanwhile, the significance level between exogenous and endogenous variables can be identified through the t-statistics values. A value is considered significant if the t-statistics is greater than 1.96 (at a 5% significance level) for each construct relationship.

RESULTS AND DISCUSSIONS

The research results are analyzed to answer the hypothesis formulation. Respondents are selected according to research information needs. The initial step in analysis involves identifying respondents' profiles as the basis for information. Table 1 shows that most respondents are male, accounting for 62 individuals or 56% of the total respondents. The remaining respondents are female, totaling 49 individuals or 44% of all respondents. Regarding marital status, most respondents are married, comprising 64 individuals or 58% of the total. Meanwhile, unmarried respondents amount to 47 individuals or 42% of all participants. In terms of age distribution, the dominant group falls within the age range of 26–30 years, accounting for 41 individuals or approximately 37% of all respondents. Additionally, there are 17 respondents (15%) within the age range of 20–25 years, 24 respondents (22%) between 31–35 years, 19 respondents (17%) between 36–40 years, 6 respondents (5%) between 41–45 years, and 4 respondents (4%) above 45 years, out of the total participating respondents.

For educational background, the majority of respondents have completed their bachelor's degree, totaling 67 individuals or around 60% of all respondents. Meanwhile, the remaining respondents have different educational backgrounds. There are 26 respondents (23%) with completed high school, 10 respondents (9%) with a diploma, and 8 respondents (7%) with a master's degree as their highest educational attainment. Regarding job levels, the majority of respondents hold staff positions, amounting to 62 individuals or approximately 56% of the total respondents. The rest of the respondents include 31 supervisors (28%), 16 managers (14%), and 2 senior managers (2%). In terms of work experience, the majority of respondents have been with the company for 1–2 years, totaling 41 individuals or about 37% of all respondents. Additionally, there are 9 respondents (around 8%) with less than 1 year of experience, 22 respondents (approximately 20%) with 2–3 years of experience, 9 respondents (about 8%) with 3–4 years of experience, 7 respondents (approximately 6%) with 4–5 years of experience, and 23 respondents (around 21%) with more than 5 years of experience from the total number of participants in the research.

The next stage discusses the statistical results. The first stage analyzes the eligibility of indicators using outer loading values, as shown in Table 2. If there are same indicators in Table 2, it means they measure same indicators. Table 2 shows that all research indicators for authentic leadership, organizational commitment,

Table 1 Respondents' Profiles

Item	Component	Total	Percentage
Gender	Male	62	56%
	Female	49	44%
Marital Status	Unmarried	47	42%
	Married	64	58%
Age	20–25 Years Old	17	15%
	26–30 Years Old	41	37%
	31–35 Years Old	24	22%
	36–40 Years Old	19	17%
	41–45 Years Old	6	5%
Education Level	Above 45 years old	4	4%
	Senior High School	26	23%
	Associate's Degree	10	9%
	Bachelor's Degree	67	60%
	Master Degree	8	7%
Position	Staff	62	56%
	Supervisor	31	28%
	Manager	16	14%
	Senior Manager	2	2%
Length of Service	Less Than 1 Years	9	8%
	1–2 Years Old	41	37%
	2–3 Years Old	22	20%
	3–4 Years Old	9	8%
	4–5 Years Old	7	6%
	Above 5 Years Old	23	21%

Table 2 The Results of Outer Loading

Variable	Code	Outer Loading	Description
Authentic Leadership	AL1 (Self-Awareness)	0.811	Eligible
	AL10 (Balanced Processing)	0.861	Eligible
	AL11 (Internalized Moral Perspective)	0.868	Eligible
	AL12 (Internalized Moral Perspective)	0.844	Eligible
	AL2 (Self-Awareness)	0.835	Eligible
	AL3 (Self-Awareness)	0.832	Eligible
	AL4 (Relational Transparency)	0.844	Eligible
	AL5 (Relational Transparency)	0.836	Eligible
	AL6 (Relational Transparency)	0.846	Eligible
	AL7 (Balanced Processing)	0.842	Eligible
Organizational Commitment	AL8 (Balanced Processing)	0.841	Eligible
	AL9 (Balanced Processing)	0.851	Eligible
	OC1 (Affective Commitment)	0.949	Eligible
Turnover Intention	OC2 (Continuance Commitment)	0.955	Eligible
	OC3 (Normative Commitment)	0.955	Eligible
	TI1 (Intention to Quit)	0.962	Eligible
	TI2 (Job Search)	0.967	Eligible
	TI3 (Thinking to Quit)	0.951	Eligible

and turnover intention have outer loading values above 0.7. Thus, all research indicators effectively represent all variables in the research model.

The second step is examining the aspects of validity and reliability. Table 3 shows that all Cronbach's alpha, rho_A, and composite reliability values for authentic leadership, organizational commitment, and turnover intention variables are above 0.7. Thus, it can be concluded that all variables demonstrate good consistency and meet the standards of validity and reliability.

The third step is examining discriminant validity. Table 4 shows that the square root of the AVE for each latent variable has the highest value compared to the square root of AVE correlations of other latent variables. It means that each latent variable has good discriminant validity.

Next, Table 5 indicates that authentic leadership accounts for 66.4% of the variance in organizational commitment, while the remaining 33.6% is accounted for by other variables outside of authentic leadership. Meanwhile, the R-square value for turnover intention is 0.737 or 73.7%. It suggests that 73.7% of the variance in turnover intention is accounted for by authentic leadership and organizational commitment. In comparison, the remaining 26.3% is attributed to other exogenous variables not included in the research.

The final step involves testing the hypotheses using the t-test. Table 6 shows that authentic leadership has a positive direct effect on organizational

commitment. The first hypothesis is accepted since the p-value is less than 5%, and the t-statistic is 19.493, greater than the t-table value (1.96). Moreover, organizational commitment has a negative direct effect on turnover intention. The second hypothesis is accepted because the p-values are less than 5%, and the t-statistic is 3.272, greater than the t-table value (1.96). In terms of the indirect effect, authentic leadership negatively affects turnover intention, which is mediated by organizational commitment. The third hypothesis is also accepted because the p-value is less than 5%, and the t-statistics is 3.417, greater than the t-table value (1.96). All formulated hypotheses are accepted based on the t-test values for each implication between variables.

The test results indicate a significant positive effect of authentic leadership on organizational commitment (Duarte et al., 2021; Levesque-Côté et al., 2021). Authentic leadership can increase organizational commitment by 81.5%. This implication suggests that the more frequently authentic leadership is implemented, the higher the level of organizational commitment is among employees in a company or organization. The result aligns with and supports the findings of previous research conducted by Ausar et al. (2016), showing a positive and significant relationship between authentic leadership and organizational commitment. Authentic leadership works to motivate and inspire followers through principled behavior that stimulates a stronger commitment to organizational

Table 3 The Results of Validity and Reliability

Variable	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)	Average Variance Extracted (AVE)	Description
Authentic Leadership	0.963	0.963	0.967	0.710	Eligible
Organizational Commitment	0.950	0.950	0.968	0.909	Eligible
Turnover Intention	0.957	0.958	0.972	0.922	Eligible

Table 4 The Results of Discriminant Validity

Code	X1 (AL)	X2 (OC)	Y (TI)
X1 (AL)			
X2 (OC)	0.851		
Y (TI)	0.866	0.838	

Note: Authentic Leadership (AL), Organizational Commitment (OC), and Turnover Intention (TI).

Table 5 The Results of R-Square

Variable	R-Square
Organizational Commitment	0.664
Turnover Intention	0.737

Table 6 The Results of the Hypothesis Test

Variable Relationship	Original Sample	T-Statistics	P-Values	Description
Direct Effect				
Authentic Leadership → Organizational Commitment	0.815	19.493	0.000	Positive, Significant (Accepted)
Organizational Commitment → Turnover Intention	-0.360	3.272	0.001	Negative, Significant (Accepted)
Indirect effect				
Authentic Leadership → Organizational Commitment → Turnover Intention	-0.294	3.417	0.001	Negative, Significant (Accepted)

goals. Through authentic leadership, employees tend to foster a culture of collectivism, promoting excellence and achievement. This condition indirectly encourages employees to deliver optimal performance, leading to improved profitability for the company or organization. Authentic leaders also prioritize transparency in expressing their emotions and feelings, enhancing the bond between employees and the organization. They nurture professional character, creativity, and innovation, which are fostered by organizational commitment through the emotional connection between the organization and its employees (Imam et al., 2020).

According to the formulated hypothesis, organizational commitment has a significant negative effect on turnover intention. Several studies have shown similarities, where organizational commitment has a negative implication on turnover intention (Chan & Ao, 2019; Hefny, 2021; Rawashdeh & Tamimi, 2020). The research yields similar results to previous research conducted by Ausar et al. (2016), where organizational commitment is identified as a critical issue within an organization due to its positive impact on employee dedication and loyalty while also having a negative effect on employees' intention to leave (turnover intention). In the current era, organizational commitment has become increasingly vital for organizations. It allows organizations to assess the extent to which employees align themselves with the organization and intend to maintain their membership. By understanding the employees' level of commitment to the organization, it becomes easier to measure their loyalty to the company. Organizational commitment is the most crucial predictor of an individual's intention to leave a company or organization. The positive effects generated include increased employee engagement and reduced turnover. It is achieved through a collaborative work culture, clear career paths, employee incentives, and other related factors (Aggarwal et al., 2022).

Based on the results of the third hypothesis test, it is found that the hypothesis is also accepted, indicating that authentic leadership has a significant negative effect on turnover intention through the

mediator of organizational commitment. The finding is in line with and supports similar research previously conducted (Alkadash, 2020; Ausar et al., 2016; Oh & Oh, 2017). Authentic leadership emphasizes sincerity and honesty in what they believe, leading followers to admire and be motivated to achieve high performance. Authentic leadership also has a positive impact on the behavior of organizational members and can reduce their desire to leave (Arici, 2018). Both leadership and organizational commitment have a relationship with employees' intentions to leave a company or organization. This relationship is explained by the extent to which employees have an emotional attachment to the organization and their level of job satisfaction. Considering the direct and indirect influence of authentic leadership on organizational commitment, strategies aimed at enhancing authentic leadership among leaders can be one effective approach to reducing turnover intentions among employees within an organization or company.

One of the effective human resource management strategies in an organization is creating a conducive work environment and climate for employees, where job activities are directed towards fostering loyalty to the company, full engagement in company activities, and high enthusiasm for the organization's success. Such a conducive situation can be achieved when leaders within the organization have the capacity and capability to lead effectively and efficiently. A good leader is not only capable of exploiting employee performance but also plays a crucial role in retaining employees with all their positive contributions. Generally, companies aim to avoid high turnover intentions among their employees. Turnover is detrimental to the company as it leads to increased planning, recruitment, and training costs on a large scale. Therefore, companies typically strive to minimize employee turnover within a short period (Wang & Wang, 2020).

Authentic leadership has a positive impact on the behavior of organizational members and can reduce their desire to seek opportunities elsewhere. Through authentic leadership, which prioritizes transparency in expressing emotions and feelings, employee

attachment to the organization can be enhanced. In this fiercely competitive business era with a highly dynamic market, companies must seriously consider turnover intention. Indeed, the majority of the current workforce is dominated by millennials and Gen Z, who tend to change jobs more frequently and within shorter time frames. Therefore, companies must constantly pay close attention to their employees' needs. Neglecting this aspect may lead employees to easily choose to leave the company, resulting in an increase in turnover intention. Millennial and Gen Z employees also value transparency and expect their ideas, opinions, and contributions to be heard and accommodated in the workplace. They seek leaders who can embrace these characteristics. Leaders with authentic leadership styles can enhance employee engagement and explore their creative ideas before making decisions. It fosters a harmonious and mutually beneficial relationship between employees, leaders, and the organization or company as a whole.

The research shows that companies must be able to increase organizational commitment to all employees. Organizations as professional business entities must have employees with high commitment and loyalty. The sustainability of a company's business is determined by the quality of performance produced by employees. These results provide recommendations to the company to always maintain organizational commitment to all employees. Companies must foster a high sense of ownership among employees. The success achieved by the company is based on the positive contribution of employees. The problem of turnover intention can be overcome optimally, and employee retention must be carried out to achieve the company's business targets.

The research provides strategic recommendations for reducing turnover intention, which must be carried out simultaneously in terms of commitment and leadership. The unique value of the research is that it is conducted on a digital company that has problems with turnover intention. The solution to reducing turnover intention must be implemented consistently from both the organizational and leadership sides. Organizations must instill work commitments that apply to all employees. Organizational commitment is directed towards all employees as part of changes in company culture. Authentic leadership is chosen as a driving factor in improving the quality of the company's business. Hence, turnover intention can be reduced both in the work and psychological aspects of employees.

CONCLUSIONS

The research concludes that authentic leadership has a significantly positive influence on organizational commitment. Turnover intention is significantly negatively affected by organizational commitment. Furthermore, authentic leadership has a significant indirect negative influence on

turnover intention, mediated by organizational commitment. The theoretical contribution of the research lies in expanding or adding to the literature on factors affecting turnover intention, particularly in relation to authentic leadership and organizational commitment. Additionally, it contributes to the literature on the relationships between authentic leadership, organizational commitment, and turnover intention. Practically, the research can be utilized by various practitioners, including leaders, Human Resources Department (HRD) professionals, and organizations, to manage their human resources effectively. By implementing authentic leadership optimally, organizations can increase their levels of organizational commitment and decrease turnover intention, as proven in the research.

It is also worth noting that the research is limited to digital company in the consulting sector. The research model can be further developed by incorporating other variables, such as responsible leadership, psychological empowerment, or employee capital. The focus of the research can be shifted to explore employee retention, social capital, and human entrepreneurship. In the future, the research approach can include intervening variables outside of organizational commitment. Additionally, the industry can be extended to other sectors like automotive, oil and gas, and manufacturing, which often have a large workforce and experience high turnover.

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