

# The Effect of Authentic Leadership on Turnover Intention Mediated by Organizational Commitments in PT. Bio Nusantara Technology Bengkulu

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**Abstract.** The purpose of this research is to examine the influence of authentic leadership on employee turnover intention mediated by organizational commitment of employees on PT Bio Nusantara Technology Bengkulu. The mediated regression analysis was used to investigate the research model based on a survey of 108 employees from the Palm Oil Factory PT Bio Nusantara Technology Bengkulu. The results supported the effects of authentic leadership, i.e. self awareness, relational transparency, balanced processing, internalized moral perspective on employees' turnover intention mediating by organizational commitment. Findings also indicated that employees' organizational commitment have partially mediates on employees' intention turnover. Since the survey used cross-sectional data and samples here were limited only one companies, the results of this study may prove not to be generalizable and should be confirmed using larger samples and/or longitudinal studies.

**Keywords:** Authentic Leadership · Organizational Commitment · Turnover Intention

## 1 Introduction

Human resources have an important role in determining the success of a company. There are three important reasons namely, human resource management can be a significant source of competitive advantage, human resource management becomes an important part of organizational strategy and how organizations treat people is apparently also greatly affect organizational performance [1] in line with opinions [2] that the most important element in management is the workforce in a company, because through human resources so that other resources in the company can be implemented. The existence of employees needs to be managed properly in order to make a positive contribution to the progress of the organization. Conversely, if the employee is not managed properly, then the employee will lack enthusiasm in working and at the end there will be a desire to resign or leave the company. The desire of employees to turnover is an initial signal that allows employee turnover in a company.

Turnover intention [3] is the intention to leave the organization as a behavior that shows dissatisfaction with the job, the idea of leaving, the intention to find another job, and the possibility of finding another job. Turnover intentions and intention to stop are used interchangeably in the literature [4]. When employees do seriously consider quitting their jobs, they are considered to have the intention to leave the organization

[5]. The term intention describes the desire or intentional employee to leave the organization [6].

In his book [2] states that turnover intention, is a desire of workers to quit the company because of moving to another company, creating challenges for the development of human resources. High turnover intentions can result in high turnover rates, as a result the organization can lose its best employees, decrease organizational performance, recruitment costs and training new employees that add to the organization's costs [7]. Employees with high turnover intentions tend to be less productive and less efficient [4].

Researchers in the field of human resource development have explored turnover and turnover intentions in relation to job satisfaction, organizational commitment, personality, talent, intelligence, government policy, and unemployment rates [8]. Turn over is relate to personnel costs associated with the selection, recruitment, training and development of new employees to replace employees who voluntarily leave the organization [9], [10]. Turnover is directly related to higher employee recruitment and training costs, lower employee morale levels, job satisfaction, and customer perceptions about lower service quality [11].

There are several factors related to turnover intentions, some of which are employee job satisfaction and organizational commitment [12]. Ineffective leadership [13], [14], while authentic leadership is a form of positive leadership needed to develop trust and a positive work environment, which is used as an encouragement for employees to remain in the company [15], [16]. Trust among employees becomes an important variable related to the intention of employees to remain in the company [17].

Authentic leadership is one way to create trust and confidence in employees [18] and to support positive self-development in employees [19], authentic leadership will be negatively related to the level of turnover intention in employees [20]. Authentic leadership is a positive thinking person with an honest self-concept and is known for promoting openness. They are not afraid to show their emotions, their vulnerability and to always be in contact with their employees [21]. Authentic leadership is a process that comes from positive psychological capacities and a growing organizational context, which results in greater self-awareness and positive behavior that is self-regulated by leaders and colleagues, encouraging positive self-development [19].

In addition to authentic leadership, another factor considered important in influencing turnover intention is organizational commitment. Organizational commitment is defined as a condition in which an employee sided with a particular organization and its objectives, and intends to maintain membership in the organization [22]. Committed people tend is not to stop and accept other work. A committed employee will perceive the value and importance of integration of individual and organizational goals. Employees will think about their goals and organizational goals as personal things [23]. The results of statistical analysis show a significant negative relationship between organizational commitment and turnover intention and a significant positive relationship between organizational commitment and job satisfaction [24]. Organizational commitment will result in high performance, low turnover, and low absenteeism [25].

Some studies have only looked at the direct effect of authentic leadership and organizational commitment on intention turnover, there is one study that uses organizational commitment as a mediating variable, but only uses affective commitment. This study wants to know the effect of authentic leadership on turnover

intentions through organizational commitment (affective, continuance and normative commitment) as a mediator who is expected to strengthen authentic leadership to reduce turnover intentions especially in the plantation industry.

## 2 Literature Review and Hypotheses Development

### 2.1 Authentic Leadership

Leadership is an important thing in the managerial process, because with leadership all management processes can run well and with the leadership of the employees will also have enthusiasm in carrying out their duties. Leadership [23] is the ability to influence a group towards achieving a vision or goal that has been set, and [26] leadership has the meaning of ability or a process of influencing people to achieve certain goals.

Authentic leadership is a promising way to think about ethics and beliefs in leadership and emphasizes the moral aspects of a leader. Authentic leaders know who they are, know what they believe and value, act on those values, and believe openly and frankly. Followers consider them ethical people. The main quality produced by authentic leadership is trust. Authentic leaders share information, encourage open communication, and cling to their ideals. The result is that people come to have confidence in them [23].

The self-concept and self-identity of the authentic leader is strong, clear, stable, and consistent. This leader has a self-understanding of values, beliefs, emotions, self-identity, and abilities. In other words they know who they are and what they believe. They also have a high level of self-acceptance, which is similar to the maturity of their emotions. Authentic leadership has positive core values, such as honesty, altruism, kindness, justice, accountability and optimism. The core values of authentic leaders motivate them to do what is right and fair for followers and create a special type of relationship with them that includes high mutual trust, transparency (open and honest communication), guidance on shared goals and an emphasis on the welfare and development of followers [26].

Define authentic leadership [27] as genuine people who are true to themselves and what they believe. Authentic leaders don't let others' expectations guide them, however, they are ready to be themselves and use their own ways. As they develop themselves to become authentic leaders they care more about serving others than to grow personally. Authentic leaders develop sincere relationships with others and create trust. Because people trust them, they are able to motivate people to improve high performance by empowering them to lead. Authentic leaders look for opportunities to spread their knowledge and wisdom to many people and organizations, even as they continue their own active learning process. Authentic leaders are able to place the mission and goals of the organization above their own interests [27].

There are four dimensions of authentic leadership, namely 1) Self-awareness refers to the leader's awareness of their weaknesses, strengths and goals as well as others see their leadership. 2) Relational transparency involves personal expressions such as sharing information openly, expressing actual thoughts and feelings. 3) Balanced processing refers to the process of analyzing all the relevant information objectively before making a decision. 4) Internalized moral perspective refers to the behavior of

leaders who hold fast to moral standards and internal values rather than external pressures such as those from colleagues, organizations or social pressure [28].

## 2.2 Turnover Intention

The definition of turnover intention [3] is the intention to leave the organization as a behavior that shows dissatisfaction with the job, the idea of leaving, the intention to find another job, and the possibility of finding another job. Turnover intentions have been described as employee willingness or efforts to leave the current workplace voluntarily [29]. Turnover intention, being a useful proxy for actual turnover, is the best predictor of actual turnover [30]. Employee turnover has been associated with many negative outcomes for the organization and employees [9].

Turnover, is the desire of workers to quit the company and move to another company, creating challenges for human resource development [2]. Turnover intention [31] is an intention on an employee to leave his job on a voluntary basis. According to [32] turnover intention is a level or intensity of employee's desire to leave the company, many things are the reasons that cause turnover intention, one of which is the desire to get another better job. Turnover intention [33] is a prediction that can describe an employee's intention to stay or leave the company. That information can be used by the company in predicting employee intentions to remain in a company or not, and with that information the company can better determine the next plan in setting personnel strategies.

Some experts have developed aspects that can be used to measure turnover intention. One of them [34] suggests several aspects that are indicate of turnover intention, namely: level of commitment, job satisfaction, management support, career development and work improvement. Researchers [3] mentioned three things that can be used as indicators of measurement of turnover intention consisting of: 1) thinking of quitting reflects individuals to think out of work or remain in the organization or work environment. Starting with employee dissatisfaction, then the employee thinks of leaving the organization or place of work. 2) Intention to search for alternative, defines an individual who wishes to find work for another organization. If an employee has started thinking about quitting his job, the employee will try to find a job outside the company that feels better. 3) intention to quit, reflecting individuals who intend to leave. Employees intend to leave if they have found a better job and will end with the employee's decision whether to decide to leave the company or not.

## 2.3 Organizational Commitment

Employee commitment [35] is an attitude of closeness between an employee or an individual towards an organization that is manifested by loyalty, and the desire to remain in the organization due to its involvement in the organization. Organizational commitment [25] shows the level at which a worker identifies an organization, its goals and hopes to remain a member. Organizational commitment [24] is a condition in which an employee sides with a particular organization and its objectives, and intends to maintain membership in that organization. Employee commitment [27] is defined as an

attitude that shows employee loyalty and is an ongoing process of how a member of the organization expresses their attention to the success and goodness of the organization. Three dimensions of organizational commitment [35] are, 1) affective commitment is an emotional feeling for the organization and a belief in its values. 2) continuance commitment are prioritizes economic values to survive in an organization when compared to leaving the organization. An employee may commit to an employer because of high pay and feel that resigning from the company will destroy his family. 3) normative commitment is an obligation to survive in the organization for moral or ethical reasons.

## **2.4 Authentic Leadership and Turnover Intention**

Several studies have been conducted [22] that authentic leadership has a negative influence on turnover intention. Authentic leadership has a negative influence on turnover intention [36]. Research [37] shows that authentic leadership has a negative effect on turnover intention. In his research [38] also found that authentic leadership had a negative influence on turnover intention. Thus, alternative hypotheses are formulated as follows:

Ha1: Authentic leadership has a negative effect on turnover intention.

## **2.5 Authentic Leadership and Organizational Commitment**

Authentic leadership is expected to be a driving force for employees in organizational commitment for two reasons, firstly through a manager's self-awareness can show an understanding of the strengths and weaknesses in gaining self-insight through exposure to others and becoming aware of one's impact on others. Secondly, transparency is an important aspect of authentic leadership by emphasizing the importance of attending to common interests, sometimes in a conflict directly related to individual interests [39]. Research on the influence of authentic leadership and organizational commitment [16] that there is a direct effect of authentic leadership on employee attitudes at work, including organizational commitment, job satisfaction, work meaning and work engagement. Then, the alternative hypothesis is formulated as follows:

Ha2: Authentic leadership has a positive effect on organizational commitment.

## **2.6 Organizational Commitment and Turnover Intention**

Researchers in the field of human resources have defined the relationship of turnover intention with job satisfaction, organizational commitment, personality, intelligence, government policy, and unemployment rates [9]. The results of statistical analysis was support a significant negative relationship between organizational commitment and turnover intention and a significant positive relationship between organizational commitment and job satisfaction [26]. Organizational commitment is one of the most important issues in an organization because it has a positive impact on employee dedication and employee loyalty [40] and has a negative impact on turnover intention

[22]. Organizational commitment has the potential to reduce turnover rates [41]. Then, the alternative hypothesis is formulated as follows:

Ha3: Organizational commitment has a negative effect on turnover intention

## **2.7 The Effect of Authentic Leadership on Turnover Intention Mediated by Organizational Commitment**

Authentic leadership has a positive influence on organizational commitment and authentic leadership has a negative influence on turnover intention mediated by organizational commitment [37]. Research [38] found that the indirect negative effect of authentic leadership on turnover intention was mediated by affective commitment. These result is indicate that managers can reduce the level of turnover intention in employees through improving the quality of leadership. A good leader will certainly increase the commitment of his employees so as to reduce the level of employee turnover. Then, the alternative hypothesis is summarized as follows:

Ha4: Organizational commitment mediates authentic leadership in influencing employee turnover intention.

## **3 Research Method**

In this study the population was all employees of PT Bio Nusantara Teknologi, totaling 183 people. The sampling method uses purposive sampling, with the criteria for permanent employees who have more than two years of work, the number of selected samples is 108 employees. The data used are primary data obtained directly through the results of filling in the questionnaire by respondents who have been used as research samples. The measurement scale used is a Likert scale using five scales ranging from strongly disagree to strongly agree. The questionnaire distributed using the drop-off and pick-up method was the giving of the questionnaire directly to one of the respondents who was the head of all research respondents. The respondent's head will be help distribute the questionnaire to other respondents and the researcher waits for the results of the questionnaire to be returned with a time agreement agreed upon by the researcher with the respondent's head. All questionnaires received were answered well. Used testing of the validity and reliability, all instruments were valid and reliable so that it was feasible to be used as a research instrument. From the questionnaire, respondents are obtained demographic information with a gender ratio of 96% men and 4% women. Age <25 years (21.3%), 26-35 years (35.2%), 36-45 years (28.7%), > 45 years (14.8%) with junior high school education (34 , 3%), high school (52.8%), diploma (32.7%), and undergraduate (10.2%). To test the hypothesis in its research used mediated regression approach.

## **4 Discussion**

### **4.1 The Effect of Authentic Leadership on Turnover Intention at PT Bio Nusantara Teknologi**

Hypothesis a1 is accepted, where authentic leadership has a significant negative effect on turnover intention. This shows that authentic leadership is an important factor in keeping employees in the company and not wanting to leave the company. The balanced processing dimension obtained the responses of respondents with the highest scores. With the highest indicator where the leader are always collects and analyzes all relevant information objectively before making a decision. This behavior makes employees feel treated fairly, cared for, listened to complaints and opinions so as to eliminate the desire to leave the company. The results of this study support the theory [42], [43] employee's intention to remain in work is directly influenced by their relationship with their leader.

### **4.2 The Effect of Authentic Leadership on Organizational Commitment at PT Bio Nusantara Teknologi**

The Ha2 hypothesis is supported. The results show that authentic leadership has a significant positive effect on organizational commitment. Respondents' responses to the dimensions of authentic leadership internalized moral perspective are high, where leaders are consistent with their actions. The regression results support the theory of [15] there is direct effect of authentic leadership on organizational commitment of employees, where the attitude of leaders is transparent in relationships, balanced information processing, consistency between principles, words and actions shown by leaders on their employees can make a positive contribution by increasing organizational commitment to employees. For employees of this company the dimension of commitment that gets the highest score is the dimension of continuance commitment with an indication that employees have little choice in considering leaving the organization and the serious consequences of leaving the organization. The existence of leader support for employees who have important positions, making employee commitment to the organization is higher.

### **4.3 Effect of Organizational Commitment on Turnover Intention at PT Bio Nusantara Teknologi**

The Ha3 hypothesis is supported. Organizational commitment has a significant negative effect on the employee intention of PT Bio Nusantara Teknologi Bengkulu. The results of the regression analysis in this study support the research results of [20] which states that organizational commitment has a negative effect on turnover intention. High of continuance commitment response scores, where employees feel a lot of bad things will be happen if leaving the organization and must survive in the organization to meet their needs and desires, resulting in low employee turnover intentions.



#### 4.4 The Effect of Authentic Leadership on Turnover Intention Mediated by Organizational Commitment at PT Bio Nusantara Teknologi

The Ha4 hypothesis is supported, where organizational commitment is expressed as a partial mediating variable, because after entering the organizational commitment variable, the influence of authentic leadership on turnover intention towards employees decreases even though it does not become zero ( $\beta \neq 0$ ). The results of the study are different from the research of [37] which suggests that authentic leadership has a significant negative effect on the tuning intention which is fully mediated by organizational commitment (affective commitment). In this study continuance commitment are partially moderates authentic leadership towards turnover intentions. This happens because of continuance commitment that emphasize economic considerations that cause employees are not want to leave the company because employees feel a lot of bad things will happen if they leave the organization and must stay in the organization to meet their needs and desires, resulting in moderation of commitments to the low intention of employee turnover is partial.

### 5 Conclusion

- 1 The results of authentic leadership research is positively affect organizational commitment and negatively affect intention turn over. Leaders are need to increase awareness of their weaknesses, strengths, goals as well as other people or employees see their leadership.
- 2 The results of the organizational commitment research on turnover intention have a negative and significant effect. In the results of this study the dimension of continuance commitment has the highest score, so it is expected that the manger can encourage employees of PT Bio Nusantara be able to increase emotional feelings for organization and confidence in its values in order to increase employee organizational commitment.
- 3 For further researchers, it is hoped to add other variables. This is because there are still variables that have not been found in this study that still have links with authentic leadership and organizational commitment to turnover intention.

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