

# The Role of Organizational Commitment Mediation on Turnover Intention of Private Bank Employees

*Private Bank  
Employees  
Turnover Intention*

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Submitted:  
JANUARY 2025

Accepted:  
MARCH 2025

## ABSTRACT

The banking industry in Indonesia has to contend with constantly shifting obstacles in order to retain top talent. The stability of the business and the return on investments in human capital development are both adversely affected by high staff turnover rates. The purpose of this study is to examine how organizational commitment mediates the relationship between leadership, turnover intention, and human resource development among Tangerang private bank workers. Understanding the factors that determine the high degree of turnover intention in the banking industry is crucial since it can negatively affect organizational stability. 190 individuals participated in an online survey that collected data for this study, which used quantitative methodologies. Using SmartPLS, structural equation modeling (SEM) was used to analyze the data. The findings demonstrated that, either directly or indirectly, human resource development has no discernible impact on organizational commitment or turnover intention. On the other hand, leadership significantly lowers turnover intention. The study's findings highlight how crucial it is to train leaders effectively in order to increase staff retention. Organizations must also establish a healthy work environment and strike a balance between employees' personal and professional lives in order to increase their loyalty to the business. The findings of this study add to the body of knowledge on the variables influencing turnover intention and help managers create human resource management plans that are more successful.

**Keywords:** Organizational Commitment, Human Resource Development, Leadership, Turnover Intention.

## INTRODUCTION

The banking sector in Indonesia is experiencing rapid growth and increasingly fierce

**JIMKES**

Jurnal Ilmiah Manajemen  
Kesatuan  
Vol. 13 No. 2, 2025  
pp. 851 - 870  
IBI Kesatuan  
ISSN 2337 - 7860  
E-ISSN 2721 - 169X  
DOI: 10.37641/jimkes.v13i2.2955

competition. In this dynamic business environment, human resources (HR) are critical to the success and sustainability of banks. To improve employee performance and competence, it is important to invest in HR development (Arifah et al., 2024; Irsyad et al., 2024; Nurcahyani et al., 2023). However, high turnover intention can be a big problem for banks because it can disrupt organizational stability and reduce investment in HR development. Good management is essential to create a good working environment and keep employees motivated (Chandra et al., 2019; Kharisma & Wening, 2023; Takaya et al., 2019). It is expected that bank management can gain competitive advantage and increase employee retention through a deep understanding of these components (R. H. Saputra et al., 2024; Sinurat et al., 2024; Tabina et al., 2024). Previous research has shown that interrelated factors, such as leadership, human resource development, and organizational commitment, influence employee retention and turnover intentions. Effective training and career development have been shown to increase employee retention (Rony et al., 2023; Supiati et al., 2021; Utama et al., 2020).

Organizational Commitment (OC) strong can increase employee loyalty and commitment to the company, thereby reducing Turnover Intention (TI) or the desire to leave the company (Burton, 2012; Ghazmahadi et al., 2020; Miaty et al., 2024). Organizational commitment is an important factor that can reduce employee turnover intention by increasing their sense of belonging and emotional attachment to the company (Imran, Arvian, et al., 2020; R. A. Pratama et al., 2023; Wati et al., 2024). In addition, Organizational Commitment also plays an important role as a mediator in the relationship between Human Resource Development and Turnover Intention. By increasing Organizational Commitment, the positive effects of Human Resource Development can be increased (Imran, Mariam, et al., 2020; Mariam et al., 2020, 2023; Mercelie et al., 2023).

Turnover intentions significantly influenced by good leadership can reduce employees' desire to leave the company by creating a work environment that supports and empowers them (Nurdiansyah et al., 2020; Takaya et al., 2020; Wijayanti & Dessyarti, 2024). In this study, various causes of collective employee shifts were identified, including total employee shifts at the organizational and unit levels. These shifts are divided into two categories: job engagement signals and human resource incentives or investments (M. P. Pratama et al., 2023; Puspendari et al., 2022; Rumaidlany et al., 2022). The results show that collective change is influenced in part by the collective characteristics of organizational members, the firm, and the labor market, which can lead to mass resignations (Braje, 2022; Meidiyanty et al., 2023; Sukarno et al., 2020).

It is important for this study to find out how elements such as leadership, organizational commitment and human resource development can be used strategically to reduce turnover intention. High turnover can indicate recruitment and training costs, as well as team stability and productivity (Khasanah et al., 2021; Magfuroh & Herminingsih, 2021; Thamanda et al., 2024). Therefore, this research is important to do to understand the current way of working and better ways to retain employees. Bad managers are less able to create a pleasant working environment (Amalia et al., 2024; Mulyadi et al., 2020; I. J. Saputra et al., 2022).

In addition, they fail to manage the unit well at some level, they exhibit a leadership style that hinders employee satisfaction and unit performance (Ardhana et al., 2024; Jessica et al., 2020; K. Kurniawati et al., 2024). Previous research shows that transformational leadership increases organizational commitment and reduces turnover intentions. As a mediating factor, organizational commitment links leadership strategies and human resource development with employees' desire to stay in the organization (Diatmono et al., 2020; Ramli et al., 2020; Yulianto, 2024).

This research develops research (Fachridian et al., 2024; Mariam et al., 2022; Rawashdeh et al., 2022). There are several differences with previous studies. First, previous studies looked at Organizational Commitment in airline companies, while this study looks at Organizational Commitment in private banking companies. Second, the leadership variable was added to see the impact of turnover intention, and third, the

subjects of this study were private bank employees in Tangerang, which is rarely seen in previous studies.

This study aims to examine how Human Resource Development influences Organizational Commitment and Turnover Intention, then, test how Organizational Commitment influences Turnover Intention, and finally, predict how Human Resource Development influences Turnover Intention through the mediation role of Organizational Commitment, as well as to determine the influence of Leadership on Turnover Intention.

## **LITERATURE REVIEW**

### **Human Resource Development**

The human resource development (HRD) sector studies how to manage workforce relationships and responsibilities to achieve specific goals (Kalim et al., 2024; Mediana & Hwihanus, 2024; Yunus et al., 2023). Therefore, organizations can expand their human resources to provide employees with more professional experience, a greater sense of responsibility, and the ability to better achieve organizational goals (Bachtiar et al., 2023; Mahalaksmi & Suwandana, 2024; Megawaty et al., 2024). HRD helps employees prepare themselves to fulfill their current and future responsibilities. It is used as a method to improve employee performance and consequently company effectiveness through the development of skills, abilities, and qualifications (Jaffu & Changgalima, 2023; Mariam et al., 2021; Sutriani et al., 2024). Human Resource Development (HRD) is the management of a company's human resources, which begins with planning tasks, often referred to as recruitment and human resource planning (Rochaya et al., 2024; Situmorang et al., 2023; Steven et al., 2023).

### **Organizational Commitment**

Organizational commitment is an individual who is committed to achieving organizational goals known as organizational commitment. When someone carries out their responsibilities fully according to their duties and functions in the organization, they are called organizational commitment (Dwi & Nabhan, 2023; Febriani et al., 2023; Salma & Ramli, 2023). Organizational commitment is a factor that influences the behavior and personality of individuals in an organization is the level of organizational commitment, which is defined as a state in which a person has a strong sense of belonging to a group, working for the organization, and believing in and accepting the values and goals of the organization (Harahap & Ramli, 2023; Helu et al., 2023; Rizky et al., 2023). Commitment to an organization means more than just formal membership, because it implies an attitude of love for the organization and a willingness to make extra efforts for the organization to achieve its goals (T. Gunawan & Ramli, 2023; E. Kurniawati & Ramli, 2024; Presli et al., 2023).

Organizational commitment is the extent to which employees understand the goals and values of the organization and are willing to make efforts to achieve them is called organizational commitment (Mariam & Ramli, 2020; Novianti & Ramli, 2023). Organizational commitment also includes employee commitment to the organization and their desire to remain in it (Eki & Ramli, 2024; Indartinah et al., 2023; Ramli, 2020b). Positive work experiences that acknowledge the values of the company and tend to create an emotional bond with it are called organizational commitment (Mariam & Ramli, 2021; Ramli, 2020a). The employee's desire to remain in the organization is known as Organizational Commitment (Ramli, 2019; Rinaldi & Ramli, 2023).

### **Turnover Intention**

Turnover intention are workers who have the desire to leave a company, indicated by the number of workers who leave the company within a certain period of time, the main reality of turnover intention is the desire of representatives to act based on individual price reviews according to the correct procedures (Alfarol & Bahwiyanti, 2023; Rahmawati & Ramli, 2024; Samuel & Ramli, 2024). Turnover intention is the desire to leave a business and the individual's right to decide to stay or leave the company. Turnover intention is an employee's action to leave their job, either voluntarily or involuntarily (Erviansyah et al., 2021; Indriani & Ramli, 2024; Mulya & Ramli, 2023). Turnover Intention is the intention

shown by employees to leave the company. This can include their thoughts about quitting a job, looking for another job, and eventually quitting. Intention to leave a job is a mental decision made by a person between continuing or leaving their current job (Ramli, 2017; Sundari & Meria, 2022; Sylvia & Ramli, 2023). Turnover intention The purpose of individual mobility is for employees of an organization to cross national borders to leave the organization (Mariam & Ramli, 2019; Novarian & Ramli, 2020). There are many factors that cause people to want to move (Kuswahyudi et al., 2022; Mariam & Ramli, 2023; Ramli & Novariani, 2020).

### **Leadership**

Leadership is the ability of a person to influence others to achieve a goal, which can be demonstrated in group cooperation and interaction (Dewi & Ramli, 2023; Ramli, 2020c). The ability to influence others in certain situations to achieve predetermined goals is also called leadership (Hasanah et al., 2020; Mariam & Ramli, 2022; Ramli & Mariam, 2020). Leadership means encouraging people to understand and agree on appropriate actions and procedures to help individuals and groups achieve common goals (Saputa et al., 2021). When given the authority to perform certain actions, a business owner can act as a leader. Strong human resources can be cultivated and maximized (Irfan & Putra, 2021; Kadir & Ramli, 2024; Sylvyani & Ramli, 2023).

### **The Relationship between Human Resource Development and Organizational Commitment**

Many believe that HR practices are one of the best predictors of how engaged employees are in an organization. HR must create a positive work environment that encourages employees to be more engaged and productive (Rawashdeh et al., 2022). Effective HR practices shape employee attitudes, behaviors, and values toward the organization. Good HR practices create a work environment that encourages employee engagement, dedication, and commitment as well as loyalty, which are essential components for enhancing organizational commitment (Hadiyanti & Ramli, 2024; Khan & István, 2023; R. Maharani & Ramli, 2024). Previous research shows that human resource efficiency, which is important for the sustainability and effectiveness of the organization, is determined by the skills and abilities of employees. In other words, the purpose of human resource development activities is to ensure productive, involved, and committed human resources (Otoo & Rather, 2024).

In previous studies, everyone agrees that investment in this sector brings significant benefits. In addition, education is an important part of human resource management. By having the right training initiatives, companies can retain high-quality employees (Handayani, 2024). It is reasonable to expect that increased knowledge and skills will have a positive impact on individual and company performance (Rawashdeh and Tamimi, 2021). Apart from variables related to work environment and career development, organizational commitment variables also affect employee performance. Organizational commitment significantly affects employee performance, and work environment and employee engagement also affect employee performance (Darmawan et al., 2021).

### **H1 : Human Resource Development has a positive influence on Organizational Commitment**

#### **Relationship between Organizational Commitment and Turnover Intention**

Organizational commitment is very important in many ways, one of which is in business, organizational commitment affects employee perceptions of the company. One of the objectives of this study is to determine how commitment to the organization relates to the level of desire to change jobs in the company (Arbol & Ramli, 2024; Hidayat et al., 2024). Previous studies have shown that employee commitment to the company has a negative impact and increases employee turnover intentions. The previous statement stated that employee commitment to the company has a negative tendency towards employee turnover intentions (Nurcahyo et al., 2024). Therefore, it can be concluded that a high level of organizational commitment in a company will be negatively correlated with the level of desire to change jobs (Vania & Azizah, 2023).

Organizational commitment is a concept that influences work intention. With high internal commitment, the number of employees who want to leave can be reduced. If job satisfaction affects the desire to quit (Tampubolon & Sagala, 2020). The influence of organizational commitment on employee turnover intentions shows that the organization influences employee turnover intentions. Organizational commitment does not only mean that employees want to stay in the company for a long time, but also that they are loyal and dedicated to the company (Amsar & Lutfianto, 2024). If employees feel comfortable working, they will be professionally loyal to the company. The company will appreciate workers who are very dedicated and contribute (Khotimah et al., 2020). Previous research shows that this actually has a negative impact because employees are more likely to leave the company when their commitment decreases (Handaru et al., 2021). **H2 : Organizational Commitment has a negative influence on Turnover Intention**

Relationship between Human Resource Development and Turnover Intention Closing previous research, because it is related to quality human resources that will produce quality workers, employee turnover is a major concern for the company. In this case, the company can lose quality human resources if employee turnover occurs (A. S. Maharani, 2024). Companies that prioritize career development, work environment, and job satisfaction have lower turnover rates than companies that have a strong intention to change negative effects of employee career development on the desire to leave the company (Dessyarti, 2022). In addition, individuals will start looking for other jobs when they find a job that is more suitable for them. This means assessing whether an employee's performance is in accordance with job standards (Kurniadi et al., 2024). In this case, it shows that the intention to quit is a desire to move but has not yet been realized, especially the desire to move from one workplace to another. There are three indicators that can be used to measure an employee's desire to leave an organization, the thought of leaving a new job opportunity and the activity of looking for a new job (Pratiwi et al., 2021). **H3 : Human Resource Development has a negative influence on Turnover Intention.**

#### **The Relationship between Organizational Commitment Mediates Human Resource Development and Turnover Intention**

Previous research suggests that organizations should implement human resource development practices that generate commitment. Organizational commitment has long been recognized as an important component that can reduce employee turnover by encouraging employees to devote their time and energy to their work (Kimaiyo et al., 2022). Organizational commitment cannot be a mechanism because employees with low or low levels of commitment are unlikely to link job conflict to intention to quit. The previous statement states that, organizational commitment can mediate the effect of job conflict on intention to quit (Rarawati, 2024).

In this case, the organization must also pay attention to the organizational commitment that respects the environment because it can affect the three exogenous variables of turnover intention. The organization must be able to maintain commitment embedded in the minds of its employees so that they are willing to survive in their environment (Renaldo et al., 2022). Job satisfaction mediates the relationship between employee work engagement and organizational commitment. In this study, based on network visualization, research can be developed on the function of employee engagement as a mediating variable or moderating variable between employee behaviour variables (Suprina et al., 2022). **H4 : Organizational Commitment mediating the relationship between Human Resource Development and Turnover Intention**

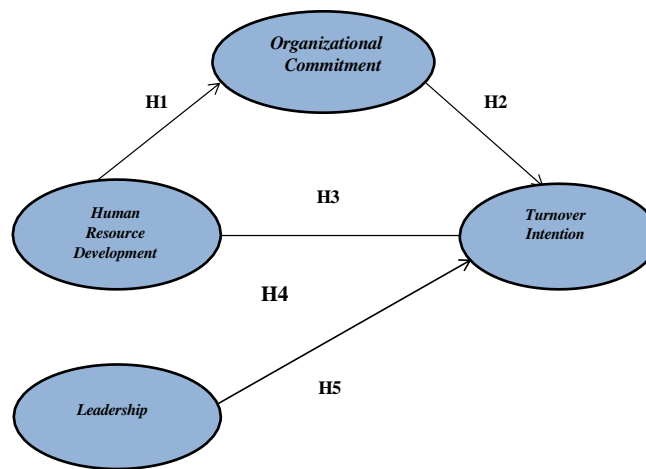
#### **Relationship between Leadership and Turnover Intention**

Leadership influences change in an organization or society, leadership skills have a direct impact on the emotional factors and productivity of employees. Leaders can irritate employees in many ways, such as exerting too much control, giving too many orders, not understanding the conditions of the location, or making bad decisions (S. Gunawan & Andani, 2020). From previous studies, leadership has a significant influence on employee

turnover intentions. Leaders really do not understand their employees. Previous studies show that organizations should evaluate and be aware of their employees' material and non-monetary needs. These rewards can be benefits from organizational services, such as compensation and remuneration (Rambi et al., 2020).

An employee is more likely to leave if they have a bad relationship with their boss. A study on how a manager's leadership style impacts employees' desire to quit found that subordinates' inability to collaborate with their managers was the leading cause of employees quitting (Novianto, 2023). In a leadership affects the intention to leave negatively and significantly, previous studies found that good leadership is one of the factors that affect the intention to quit. Good leadership prevents employees from leaving work, which has a negative impact on the intention to quit (Angellika et al., 2022). H5 : Leadership has a negative influence on Turnover Intention

Based on the hypothesis framework above, the research model can be described as follows:



Picture1. Research Model

### METHOD

This study was designed to verify the conceptual research model using a deductive approach Rawashdeh et al., (2022) with quantitative research model. Independent variables (influencing) in the study are Human Resource Development, Organizational Commitment, Leadership, while the dependent variable (influenced) is Turnover Intention and the mediating variable is Organizational Commitment. The research data was collected through a survey method using Google Forms which was conducted online.

The population in this study were private bank employees working in Tangerang. The sampling technique used purposive sampling, which is a sampling method with the criteria of private bank employees working in Tangerang, having worked for at least 3 years and having a bachelor's degree. Then the determination of the number of samples is according to the formula Hair et al., (2019) is a minimum of 5-10 times the number of questions. This study has 38 questions on the questionnaire multiplied by 5 (38 x 5 = 190). So based on the calculation of the formula, the number of samples needed in this study is 190 respondents.

In this research method, the measurements that will be used in the questionnaire regarding the variables studied and adapted from previous research. The number of measurements in this study is 38 statements to measure 5 variables. Where in this variable is measured with 4 statements related to the dimensions of The training and development of (Tabouli et al., 2016), 4 statements related to the dimensions of performance appraisal from (Chuang & Liao, 2010), 4 statements related to the compensation dimension of (Chuang & Liao, 2010) and (Rawashdeh, 2018), 9 statements related to affective, continuous and normative variables from (Rawashdeh and Tamimi, 2021), 8 statements related to the variable Employees' turnover intention from (Santoni & Harahap, 2018), 9

statements related to leadership variables from (Chang et al., 2024). By giving the weight of the answer value, this study uses a 5-point Likert scale, namely Strongly Disagree (STS), Disagree (TS), Agree (S), Strongly Agree (SS), which is adapted from previous research to measure the response.

This study is part of quantitative research conducted after the required data from respondents have been collected. This study uses PLS-SEM in analyzing statistical data to see the validity and reliability using the Goodness of Fit evaluation method. The purpose of this method is to evaluate how well the proposed model can explain the relationship between the variables studied. First, convergent validity is tested by extracting the Average Variance (AVE). Average variance extracted (AVE) is used for convergent validity testing, if the Average variance extracted (AVE) value is more than 0.5. Furthermore, to measure reliability there are two parameters, namely Cronbach's Alpha, a value of more than 0.7 indicates that the confirmatory study has good reliability. If the value is between 0.6-0.7, then the explanatory study is still acceptable. Composite Reliability (CR) with a value of 0.6-0.7 is still acceptable for explanatory research, but CR of more than 0.7 indicates that the indicators used are quite consistent in measuring the same construct (Hair et al., 2017).

Furthermore, model evaluation is also carried out on the inner model. The purpose of this evaluation is to determine how well the model can explain the variability of the observed data and the parameter estimates used in the study. The coefficient of determination (R2) is the main measure in this test which shows how much proportion of the variance of the dependent variable can be explained by the independent variables in the research model. According to Hair et al., (2017) R2 value. There are three assessment criteria, namely values ranging from 0 to 1 which are grouped into 0.75; 0.5 and 0.25, which means that latent variables can be explained as strong, moderate, and weak influences.

Private bank employees in Tangerang were the respondents of this study. The results of the questionnaire distributed to 190 respondents were categorized based on gender, age, employee status, last education, length of service, and work location. The results showed that 87.2% of the respondents were female and 10.5% were male; the majority of respondents had a bachelor's degree (96.3%) and a high school education (3.25%); and the majority of respondents had a length of service (100%). The average age of respondents was between 29 and 30 years. Based on where they work, the majority of respondents work in the Tangerang area (100%).

**Table 1. Validity and Reliability Test Result**

Variables	Indicator	Outer Loading Factors	Cronbach's Alpha	rho_A	Composite Reliability	AVE
<i>Human Resource Development</i>	HRD1	0.794	0.941	0.944	0.949	0.607
	HRD10	0.784				
	HRD11	0.785				
	HRD12	0.736				
	HRD2	0.715				
	HRD3	0.825				
	HRD4	0.808				
	HRD5	0.755				
	HRD6	0.830				
	HRD7	0.719				
	HRD8	0.787				
HRD9	0.798					

<b>Organizational Commitment</b>	OC1	0.853	0.945	0.948	0.954	0.698
	OC2	0.882				
	OC3	0.797				
	OC4	0.882				
	OC5	0.720				
	OC6	0.781				
	OC7	0.896				
	OC8	0.848				
	OC9	0.846				
<b>Turnover Intention</b>	TI1	0.890	0.946	0.949	0.955	0.727
	TI2	0.881				
	TI3	0.830				
	TI4	0.868				
	TI5	0.843				
	TI6	0.810				
	TI7	0.820				
	TI8	0.877				
<b>Leadership</b>	LS1	0.817	0.954	0.958	0.960	0.730
	LS2	0.885				
	LS3	0.835				
	LS4	0.855				
	LS5	0.863				
	LS6	0.846				
	LS7	0.859				
	LS8	0.831				
	LS9	0.895				

Source: SmartPLS 4.0 Data (2024)

Hair et al., (2017) stated in convergent validity reviewed from the outer loadings value with the required value of  $> 0.7$ . Based on the table above, it shows that there are indicators that are declared valid, namely the Human Resource Development (HRD) variable has 12 valid indicators, and the Organizational Commitment (OC) variable has 9 valid indicators. In addition, Turnover Intention (TI), which has 8 valid indicators. Furthermore, the leader (LS) with 9 indicators is declared valid. In addition, reliability is assessed through the Composite Reliability (CR) and Average Variance Extracted (AVE) values, with the required values of  $CR = 0.7$  and  $AVE = 0.5$ . The results of the study showed that the Human Resource Development ( $CR = 0.949$ ;  $AVE = 0.607$ ), Organizational Commitment ( $CR = 0.954$ ;  $AVE = 0.698$ ), Turnover Intention ( $CR = 0.954$ ;  $AVE = 0.727$ ), and Leadership ( $CR = 0.960$ ;  $AVE = 0.730$ ) variables. Therefore, each variable used in this study can be considered valid and reliable based on the research findings.

**Table2. R Square Test Results**

Variables	R square	R Square Adjusted	Conclusion
<i>Organizational Commitment</i>	0.202	0.198	Weak
<i>Turnover Intention</i>	0.478	0.469	Weak

Source: SmartPLS 4.0 Data (2024)

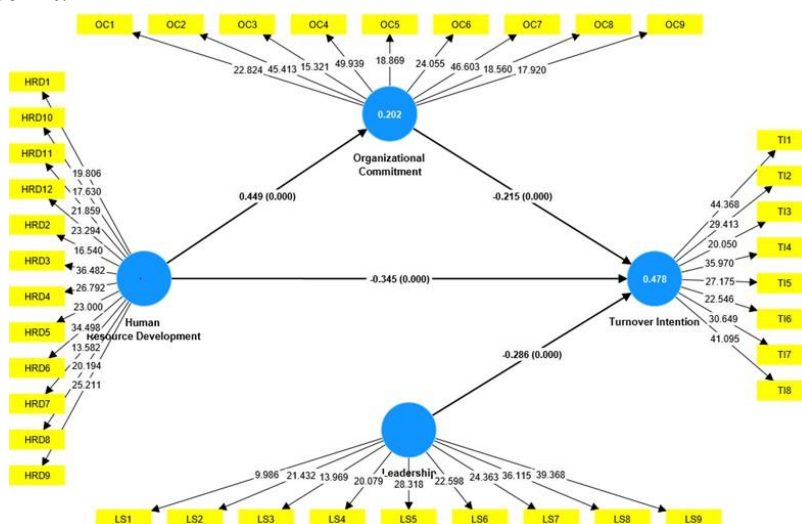
The following table shows the results of the structural model test (inner model) on the coefficient of determination (R<sup>2</sup>). Latent variables are assessed based on three criteria. Values 0 to 1 are configured as 0.75, 0.5, and 0.25, indicating strong, moderate, and weak effects, respectively (Hair et al., 2017). The results of the study show that Organizational Commitment to Human Resource Development is 0.202 or 20.2%, while other variables affect 0.79% of the remainder. Then Turnover intention is also 0.478 or 47.8%, while other variables affect 0.52% of the remainder.

**Table3. Model Fit Test**

	<i>Saturated model</i>	<i>Estimated model</i>
<b>SRMR</b>	0.071	0.079
<b>d_ ULS</b>	3,781	4,671
<b>d_ G</b>	2,656	2.675
<b>Chi-square</b>	2214.218	2213.683
<b>NFI</b>	0.719	0.719

Source: SmartPLS 4.0 Data (2024)

The table above shows the results of the model fit test. This test shows that the SRMR value of the model meets the criteria if the SRMR value is less than <0.10. The SRMR value found in this study was 0.071, which indicates that this model is fit and worthy of hypothesis testing. Furthermore, the NFI value must be more than > 0.9, which indicates a high fit if the value is close to 1. The NFI value in this study was 0.719, which indicates a good model fit.



**Figure 2. Booststrapping Test Results (Inner Model)**

The next analysis, checking the hypothesis using a significance test. One of the criteria of this study is that the T statistic value of the bootstrapping test should not be below 1.96 or the P value should not be below 0.05.

**Table 4. Hypothesis Testing of Research Model**

<b>Hypothesis</b>	<b>Original Sample</b>	<b>Standard Deviation (STDEV)</b>	<b>T statistics</b>	<b>P values</b>	<b>Conclusion</b>
H1 : <i>Human Resource Development</i> toward Organizational Commitment	0.449	0.049	9.140	0.000	Hypothesis Accepted
H2: Organizational Commitment on	-0.215	0.054	4.013	0.000	Hypothesis Accepted

Turnover Intention					
H3 : <i>Human Resource Development</i> on Turnover Intention	-0.345	0.058	5.903	0.000	Hypothesis Accepted
H4 : <i>Human Resource Development</i> towards Organizational Commitment on Turnover Intention	-0.097	0.028	3.486	0.000	Hypothesis Accepted
H5 : <i>Leadership</i> on Turnover Intention	-0.286	0.045	6.396	0.000	Hypothesis Accepted

Source: SmartPLS 4.0 Data (2024)

Hypothesis 1, human resource development has an impact on organizational commitment. The table above shows that hypothesis 1 is accepted, with a T value of 9.140, a P-value of 0.000, and an original sample result of 0.449.

Hypothesis 2 shows that organizational commitment has an effect on turnover intention, has a T value of 4.013 with a P-value of 0.000, and the original sample result is -0.215, so that hypothesis 2 is accepted.

Hypothesis 3 shows that human resource development has an influence on turnover intention of T value 5.903 with P-value 0.000, and the original sample result is 0.345, meaning that hypothesis 3 is accepted.

Hypothesis 4 shows that organizational commitment has a mediating effect on human resource development and turnover intention of T value 3.486 with a P-value of 0.000, and the original sample result is -0.097, meaning that hypothesis 4 is accepted.

Hypothesis 5 shows that leadership has an influence on turnover intention of T value 6.396 with a P-value of 0.000, and the original sample result is 0.286, meaning that hypothesis 5 is accepted.

**Table 5. Indirect Effect (Indirect Influence)**

Hypothesis	Original Sample	Standard Deviation(STDEV)	T statistics	P values	Conclusion
H4 : <i>Organizational Commitment</i> mediate <i>human resource development</i> to Turnover Intention	-0.097	0.028	3.486	0.000	Accepted

Source: SmartPLS 4.0 Data (2024)

In the indirect effects test of hypothesis 4, Human Resource Development -> Organizational Commitment -> Turnover Intention has a T statistic value of 3.486 with a p-value of 0.000. so it is decided that, through organizational commitment as a mediating variable, human resource development has a significant influence on turnover intention. Based on these findings, this study may find that organizational commitment can function as a path to the influence of human resources on the desire to resign.

Commitment, organizational commitment is influenced by human resource development (HRD). This hypothesis is accepted. These results indicate that the better an organization's human resource development program, the higher its employee engagement. This finding is in line with previous research showing that investment in training, skills development, and employee concern can increase employee commitment and sense of belonging to the organization.

The second hypothesis. Organizational Commitment and Turnover Intention show

that (Organizational Commitment) has an effect on the intention to leave work (turnover intention). This hypothesis is accepted. These results indicate that the level of employee commitment to the organization is negatively correlated with their desire to leave the company. Strong commitment to the organization can increase employee job satisfaction and loyalty, which means they will not look for job opportunities elsewhere.

The third hypothesis. Human Resource Development and Turnover Intention tests the direct relationship between human resource development and turnover intention. This hypothesis is accepted. This suggests that having an effective human resource development approach can help reduce the likelihood of employees leaving the company. Employees can feel more valued and more interested in staying with the company if they have training programs, career development opportunities, and attractive incentives.

The fourth hypothesis. Mediating Effect of Organizational Commitment examines whether organizational commitment can function as a link between human resource development and turnover intention. This hypothesis is accepted. It shows that human resource development directly affects turnover intention and increases organizational commitment.

The fifth hypothesis, Leadership and Turnover Intention shows that leadership has an effect on turnover intention. This hypothesis is accepted. The results show that good leadership is very important in reducing employee desire to leave the organization. Leaders who can provide clear direction, create a positive work environment, and support employee career development can increase employee commitment to the company and reduce the possibility of turnover.

## **CONCLUSION**

This study shows that Human Resource Development has a significant influence on Organizational Commitment and turnover intention, both directly and through Organizational Commitment. In addition, good Leadership also plays an important role in reducing turnover intention. Therefore, to increase employee engagement and retention, companies must concentrate on comprehensive human resource development strategies and effective leadership strategies.

## **LIMITATIONS AND SUGGESTIONS**

This study only discusses private bank employees in Tangerang, so the results cannot be generalized to banking in other places or other sectors. The purposive sampling method was used in this study. This method limits the representativeness of the sample to employees who have met certain requirements, such as having a bachelor's degree and having worked for at least three years. As a result, the results of the study may be biased.

## **MANAGERIAL IMPLICATIONS**

As a result of the research conducted, this study has implications for management. Specifically, companies should create better training and skills development programs to make employees feel valued and have opportunities for advancement. Employee loyalty and commitment to the organization can be improved by investing in human resource development. Human resource development can help employees become more engaged and closer to the organization. Strong leadership has been shown to reduce employee turnover intentions. To improve employee engagement and well-being, management should encourage a participatory and supportive leadership style. They should also build a positive work culture that creates a friendly, open, and collaborative workplace. In addition, a healthy work culture can reduce employee turnover and improve incentive systems and work-life balance, as flexibility and competitive incentives can increase job satisfaction. Improve communication between management and employees because clearer communication and openness to employee feedback can help identify problems early. In addition, a fairer performance appraisal system that is based on results can increase employee motivation.

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