



Organizational Commitment Mediating the Effect of Transformational Leadership on Adaptive Performance and Turnover Intention among Generation Z Employees at PT Sumber Inti Alam

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Abstract

In the digital era, managing the high mobility and adaptability of Generation Z employees is a critical organizational challenge. This study aims to analyze the effect of transformational leadership on adaptive performance and turnover intention, specifically examining the mediating role of organizational commitment among Gen Z employees at PT Sumber Inti Alam. Using a quantitative approach, data were collected via questionnaires from a saturated sample of 63 employees and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results demonstrate that transformational leadership positively and significantly impacts adaptive performance, organizational commitment, and turnover intention. Furthermore, organizational commitment successfully mediates the relationship between transformational leadership and both employee outcomes. Interestingly, the findings reveal a paradox: higher organizational commitment among Gen Z workers is associated with increased turnover intention, indicating that loyalty to a role or company does not inherently guarantee long-term retention for this demographic. Theoretically, these insights contribute to Social Cognitive Theory by clarifying how leadership and commitment drive the behavior of young professionals. Practically, the study implies that while fostering transformational leadership is essential, organizations must actively pair it with targeted retention strategies, clear career development pathways, and work-life balance initiatives to effectively reduce turnover among their Gen Z workforce.

OPEN ACCESS

ISSN 2528-4649 (online)
ISSN 2338-4409 (print)

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Keywords: *Transformational leadership, adaptive performance, turnover intention, organizational commitment, Generation Z*

Citation:

Received: **May, 27, 2026**

Accepted: **September, 02, 2026**

Published: **September, 28, 2026**

JBMP: Jurnal Bisnis, Manajemen dan Perbankan.

Vol: 12 / No. 02.

doi:10.21070/jbmp.v12i2.2365

1. INTRODUCTION

Human capital serves as the bedrock of organizational triumph, functioning not merely as the operational engine but as the primary architect behind strategic planning, systemic coordination, and oversight. It is the caliber of these human resources that ultimately dictates an enterprise's productivity and market viability (Jayanti et al., 2024). This reliance intensifies alongside rapid technological breakthroughs, which elevate performance benchmarks, particularly as organizations navigate the volatile, uncertain, complex, and ambiguous (VUCA) landscape. Within this framework of digital transformation, laboring hard no longer suffices; survival demands cognitive agility and clever adaptation, rendering continuous competency development an absolute prerequisite for cultivating a proactive, nimble, and competitive workforce.

In fact, a compelling focal point in contemporary labor demographics is the ascendancy of Generation Z. Frequently classified as digital natives, these individuals exhibit a natural tech-savviness, creative flair, and a distinct forward-looking orientation (Dewi et al., 2023). Their fluency in tracking global trends and technological shifts positions them as a potent catalyst for corporate innovation. Yet, this potential coexists with stringent demands for operational flexibility, meaningful work assignments, and egalitarian professional environments. Consequently, managing modern human resources effectively hinges on a granular understanding of Generation Z's distinct traits, expectations, and workplace hurdles.

This empirical inquiry centers on PT. Sumber Inti Alam is a cement distribution enterprise managing operations across Sumatra, Java, and Bali. Attention is specifically directed toward their Generation Z personnel, a cohort theoretically presumed to possess superior technological mastery and heightened adaptive capacities compared to older demographics (Sirait, 2024). Real-world observations within the firm, however, reveal a disconnect between this theoretical edge and operational reality. Internal survey metrics indicate that a notable segment of these younger workers struggles to adapt when confronted with shifting corporate policies, unfamiliar operational systems, and escalating workplace pressures. This latent adaptability is frequently stifled by a hesitation to execute autonomous decisions and a noticeable deficit in professional self-assurance.

Obviously, this deficit in adaptive performance yields direct, problematic consequences, notably escalating turnover intention. When personnel struggle to find their footing amidst organizational shifts, psychological discomfort ensues, routinely culminating in a desire to exit the enterprise (Rahmawati et al., 2025; Sjarifudin et al., 2025). Internal corporate metrics validate this trajectory, showing a steady rise in Generation Z departures over the last triennium, with a subset opting to resign before concluding their probationary tenures. Such behavioral patterns mirror Bandura's (1989) Social Cognitive Theory, which posits that human conduct is forged through the reciprocal interplay of personal attributes, environmental conditions, and behavioral dynamics. Here, diminished self-efficacy, a perceived lack of structural support, and the psychological contagion of witnessing peers resign collectively intensify the impulse to leave.

Therefore, in seeking to fortify adaptive performance while stemming the tide of voluntary departures, transformational leadership emerges as a promising intervention. This managerial style aims to galvanize positive evolution by offering visionary inspiration, intrinsic motivation, and individualized consideration for employee development (Daeli et al., 2024; Ghifary et al., 2025). Even so, the execution of transformational leadership does not yield uniform triumphs. Under certain conditions, an aggressive push for organizational evolution generates unintended stress for Gen Z workers, who deeply prize work-life equilibrium and structural fluidity (Zafira, 2025). This variance underscores that leadership efficacy cannot be evaluated in a vacuum; it is inextricably bound to the psychological state of the subordinates.

Clearly, a pivotal psychological element in this equation is organizational commitment, which encapsulates an employee's emotional attachment, institutional loyalty, and the conscious intent to remain aligned with the enterprise (Dewi et al., 2023; Waluyo & Swasti, 2024). Strong organizational commitment is theoretically expected to act as a dual force: amplifying adaptive performance while dampening turnover intention. Nevertheless, the realities at PT. Sumber Inti Alam expose a rift between academic models and daily practice, evidenced by high absenteeism and chronic tardiness behaviors, pointing to eroded commitment. Compounding this, a distinct research gap exists in current literature, characterized by contradictory findings regarding how transformational leadership directly sways both adaptive performance and the impulse to

quit (Jaenal Hak et al., 2024; Pratiwi et al., 2025; Salfitri et al., 2024). To resolve these empirical ambiguities, organizational commitment is introduced here as a mediating mechanism to map these dynamics more comprehensively.

By synthesizing these elements, this study aims to dissect how transformational leadership affects both adaptive performance and turnover intention among Generation Z employees at PT. Sumber Inti Alam, while simultaneously evaluating organizational commitment as an intervening mediator. Structurally, the investigation isolates the direct pathways linking transformational leadership to adaptive performance, turnover intention, and organizational commitment, alongside evaluating the independent impact of commitment on both outcome variables. Ultimately, by verifying whether organizational commitment successfully bridges transformational leadership with adaptive performance and turnover intention, this research endeavors to offer both theoretical insights and pragmatic blueprints for contemporary human resource architecture in the digital age.

2. LITERATURE REVIEW

2.1 Leadership Transformational

Rather than merely focusing on transactional targets, transformational leadership centers on elevating follower motivation, moral standards, and core attitudes through a reciprocal, values-driven relationship between leaders and subordinates (Salfitri et al., 2024). This approach prioritizes cultivating trust, deep emotional engagement, and realizing individual potential. By doing so, it drives performance while nurturing an organizational culture that is inherently adaptive, highly collaborative, and anchored in a shared strategic vision (Peñaflor, 2024). Previous studies have demonstrated the important role of transformational leadership in influencing employee attitudes and behaviors. Oktavian et al. (2022) found that transformational leadership improves employees' adaptive performance through psychological empowerment, particularly during organizational changes. Alabri et al. (2022) also reported that transformational leaders help employees manage stress, generate innovative ideas, and adapt effectively to changing work environments. Furthermore, Alkarabsheh et al. (2022) found that transformational leadership significantly reduces employees' turnover intention by fostering a supportive and motivating workplace environment.

2.2 Adaptive Performance

Adaptive performance reflects a worker's capacity to dynamically modify their behavior and outputs in response to structural shifts, ambiguity, and fluid workplace expectations (Tang et al., 2024). This multi-dimensional construct is heavily sustained by cognitive flexibility, intrinsic motivation, emotional regulation, and environmental scaffolding. Consequently, proficient individuals do not merely survive systemic disruptions; they proactively innovate, contributing directly to sustained institutional competitiveness amidst broader market evolutions (Kaltainen & Hakanen, 2022; Li et al., 2025). Adaptive performance has become increasingly important in dynamic organizational environments. Oktavian et al. (2022) found that employees who receive support from transformational leaders demonstrate higher adaptive performance when responding to organizational changes. Similarly, Kaltainen and Hakanen (2022) further emphasized that adaptive performance contributes to organizational effectiveness in rapidly changing work environments.

2.3 Turnover Intention

Representing the cognitive precursor to actual departure, turnover intention encompasses an employee's deliberate inclination to exit an institution, a trajectory typically triggered by progressive job dissatisfaction that matures into active job-seeking behavior (Jaenal Hak et al., 2024). Left unchecked, this behavioral drift severely undermines team performance and institutional loyalty, while inflicting substantial financial burdens tied to talent acquisition and onboarding. Mitigating this inclination is therefore critical to preserving operational stability and corporate productivity (Marcella & Ie, 2022; Ramdhani & Febriyanti, 2022). Turnover intention has been widely studied because it often precedes actual employee turnover. (Alkarabsheh et al., 2022) found that transformational leadership significantly reduces turnover intention among employees. Yücel (2021) also reported a negative relationship between transformational leadership and employees' intention to leave the

organization. Additionally, Afolashade et al. (2024) identified organizational commitment as a key factor that reduces employees’ willingness to leave their organizations.

2.4 Organizational Commitment

Organizational commitment reflects the psychological bond linking an employee to their workplace, manifested through an alignment with corporate values, intrinsic loyalty, and a resolute desire to sustain membership within the enterprise (Irfania & Rini, 2025). When this attachment is robust, it acts as a primary catalyst for heightened execution, deep engagement, and discretionary effort. Ultimately, cultivating this internal bond serves as a critical strategic lever for suppressing turnover intent and ensuring long-term institutional continuity (Kurniawan & Nugroho, 2024). Organizational commitment is recognized as an important determinant of employee retention and performance. Alamanda et al. (2022) also reported that organizational commitment enhances employee loyalty toward the organization. Furthermore, (Odelia et al., 2023) found that employees whose needs are fulfilled develop stronger emotional attachment and commitment to their organizations.

Based on Social Cognitive Theory and the findings of previous studies, this research proposes a conceptual framework that illustrates the relationships among transformational leadership, organizational commitment, adaptive performance, and turnover intention. The framework serves as the basis for developing the research hypotheses and examining both direct and indirect effects among the variables.

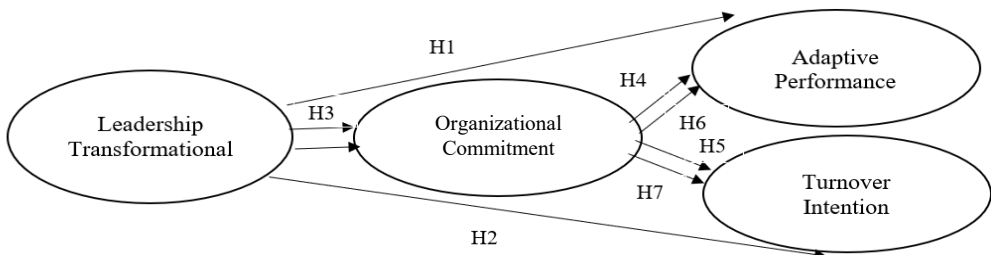


Figure 1. Conceptual Framework of the Study
Source: Developed by the authors (2026).

3. RESEARCH METHOD

By embodying a quantitative empirical design, this inquiry hinged on systematic numerical acquisition and statistical modeling to untangle the structural pathways connecting the hypothesized phenomena (Susanto et al., 2024). Architecturally, the investigation isolated transformational leadership as the exogenous force, driving two distinct endogenous outcomes: adaptive performance and turnover intention. Serving as the psychological bridge between these vectors was organizational commitment, operating in an intervening capacity. To translate these concepts into measurable metrics, operational definitions were modeled after validated historical instruments, utilizing targeted indicators designed to capture the behavioral nuances, internal perceptions, and workplace attitudes of the personnel.

Capturing the subjective evaluations of the workforce required deploying a five-point interval Likert scale, which converted individual indicators into quantifiable data. Field operations were anchored at PT. Sumber Inti Alam Surabaya, spanning a trimester from December 2025 through February 2026. The localized demographic boundaries encompassed 63 Generation Z employees. Due to the finite size of this universe, a saturated sampling strategy was enforced, absorbing the entire population into the active sample pool. Digital questionnaires served as the primary instrument for direct field elicitation, yielding first-hand raw data that were subsequently augmented by institutional secondary records to ground the study's contextual framework. To provide a clearer description of the sample profile, respondent characteristics were analyzed based on gender, age, and length of service. The distribution of respondents is presented in Table 1.

Table 1 | Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	29	46
	Female	34	54
Age	19–21 years	11	17
	22–24 years	30	48
	25–27 years	22	35
Length of Service	< 1 year	25	40
	1–3 years	22	35
	> 3 years	16	25

Source: Developed by the authors (2026).

Deciphering the multi-layered interactions between latent constructs and their observed indicators necessitated the application of Structural Equation Modeling–Partial Least Squares (SEM-PLS). The analytical diagnostic followed a dual-phase protocol, initiating with the measurement model (outer model) to verify construct validity and reliability via Cronbach's alpha and composite reliability thresholds. Subsequently, the structural model (inner model) subjected the core hypotheses to empirical scrutiny while computing the coefficients of determination (R^2). This variance-based approach was prioritized due to its mathematical resilience when processing constrained sample sizes, alongside its specialized capacity to map convoluted arrays of independent, dependent, and intervening variables concurrently.

4. RESULT AND DISCUSSION

4.1 RESULT

The measurement model was first evaluated to assess the validity and reliability of the research constructs. This evaluation included the examination of outer loadings, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha values. The results of the measurement model assessment are presented in the following tables. Complementing this visual representation, a detailed breakdown of the calculated outer loadings derived from the initial estimation is systematically presented in Table 2.

Table 2 | Outer Loading

	Adaptive Performance (Y1)	Turnover Intention (Y2)	Organizational Commitment (Z)	Leadership Transformational (X)
Y1.1	0,757			
Y1.2	0,842			
Y1.3	0,748			
Y1.4	0,766			
Y1.5	0,863			
Z1			0,869	
Z2			0,880	
Z3			0,827	
Z4			0,852	
X1				0,814
X2				0,817
X3				0,805
X4				0,829
X5				
Y2.1		0,891		
Y2.2		0,887		
Y2.3		0,855		

Source: Output Smart-PLS (2026).

The data inspection from Table 2 reveals that every observed indicator assigned to transformational leadership, organizational commitment, adaptive performance, and turnover intention registers a factor loading comfortably exceeding the

0.7 threshold. Consequently, the operationalized metrics satisfy the strict mandates of convergent validity, confirming their methodological soundness for subsequent multivariate computations.

Table 3 | Composite Test Reliability and Cronbach's Alpha

	Cronbach's Alpha	rho_A	Composite Reliability
Adaptive Performance (Y1)	0,857	0,874	0,897
Turnover Intention (Y2)	0,851	0,854	0,910
Leadership Transformational (X)	0,876	0,881	0,910
Organizational Commitment (Z)	0,880	0,882	0,917

Source: output smart-PLS (2026).

The statistical evidence consolidated in Table 3 establishes the internal consistency and stability of the measurement instruments. Across all latent variables, the metrics for composite reliability, ρ_{A} , and Cronbach's alpha uniformly surpass the critical 0.7 benchmark, effectively eliminating concerns regarding measurement error and verifying the reliability of the underlying constructs.

Table 4 | Average Variance Extracted (AVE) Value

	Average Variance Extracted (AVE)
Adaptive Performance (Y1)	0,635
Turnover Intention (Y2)	0,771
Leadership Transformational (X)	0,669
Organizational Commitment (Z)	0,735

Source: Output Smart-PLS (2026).

Further validation via the Average Variance Extracted (AVE) indices displayed in Table 4 confirms that the structural framework possesses robust construct validity. This satisfactory outcome stemmed from the fact that the extracted variance for each distinct latent variable was safely above the universally accepted minimum baseline of 0.50, clearing the path for the structural model evaluation phase.

Table 5 | Cross Loading

	Adaptive Performance (Y1)	Turnover Intention (Y2)	Organizational Commitment (Z)	Leadership Transformational (X)
Y1.1	0,757	0,425	0,442	0,375
Y1.2	0,842	0,572	0,724	0,526
Y1.3	0,748	0,428	0,510	0,471
Y1.4	0,766	0,444	0,507	0,487
Y1.5	0,863	0,563	0,671	0,529
Z1	0,684	0,616	0,869	0,582
Z2	0,613	0,639	0,880	0,388
Z3	0,588	0,631	0,827	0,445
Z4	0,622	0,671	0,852	0,481
X1	0,516	0,453	0,448	0,814
X2	0,401	0,523	0,381	0,817
X3	0,447	0,502	0,422	0,805
X4	0,588	0,575	0,509	0,829
X5	0,499	0,497	0,500	0,825
Y2.1	0,552	0,891	0,627	0,577
Y2.2	0,500	0,887	0,566	0,575
Y2.3	0,572	0,855	0,753	0,500

Source: Output Smart-PLS (2026).

An evaluation of the cross-loading matrix in Table 5, executed column-by-column, highlights distinct pattern alignments across the data. Specifically, indicators Y1.1 through Y1.5 showed considerably stronger statistical associations with their designated parent construct, Adaptive Performance (Y1), yielding correlation coefficients of 0.757, 0.842, 0.748, 0.766, and 0.863, respectively. When mapped across the matrix, the magnitude of these coefficients within this specific block consistently eclipsed their respective cross-loadings onto any foreign latent variables.

In addition, a parallel trajectory emerged within the measurement blocks for the remaining variables. Indicators Z1, Z2, Z3, and Z4 displayed superior convergence toward their underlying construct, Organizational Commitment (Z), with respective values calculated at 0.869, 0.880, 0.827, and 0.852. Similarly, the measurement items X1 through X5 shared their highest structural affinity with Transformational Leadership (X), recording robust coefficients of 0.814, 0.817, 0.805, 0.829, and 0.825. Lastly, the cluster comprising Y2.1, Y2.2, and Y2.3 gravitated most intensely toward Turnover Intention (Y2), generating high-magnitude loadings of 0.891, 0.887, and 0.855.

Clearly, synthesizing these directional patterns confirmed that every isolated indicator functioned as a more potent descriptor of its theoretically assigned latent construct than of any competing variable. Consequently, the measurement architecture yielded sufficient empirical evidence to satisfy the rigorous benchmarks of discriminant validity.

Table 6 | Fornell-Larcker Criterion

	Adaptive Performance (Y1)	Turnover Intention (Y2)	Organizational Commitment (Z)	Leadership Transformational (X)
Adaptive Performance (Y1)	0,797			
Turnover Intention (Y2)	0,619	0,878	0,745	0,626
Organizational Commitment (Z)	0,733		0,857	
Leadership Transformational (X)	0,605		0,557	0,818

Source: Output Smart-PLS (2026).

Discriminant validity evaluation via the Fornell-Larcker criterion, as detailed in Table 6, shows that the square root of the Average Variance Extracted ($\sqrt{AVE}$) for each latent construct consistently exceeds its correlation coefficients with any other variables in the model. Specifically, the $\sqrt{AVE}$ values were recorded at 0.797 for Adaptive Performance (Y1), 0.878 for Turnover Intention (Y2), 0.857 for Organizational Commitment (Z), and 0.818 for Transformational Leadership (X). These figures mathematically confirmed that each construct shared a stronger variance with its own indicators than with different structural phenomena within the framework.

Table 7 | R-Square

	R Square
Adaptive Performance (Y1)	0,594
Turnover Intention (Y2)	0,620
Organizational Commitment (Z)	0,310

Source: Output Smart-PLS (2026).

The explanatory power of the structural framework was quantified by the R-Square (R^2) values compiled in Table 7. The R^2 value of 0.594 for Adaptive Performance indicated that the specified predictors accounted for 59.4% of its variance, leaving the remaining 40.6% attributable to external factors omitted from this model. For Organizational Commitment, an R^2 of 0.310 implied that 31.0% of its shifting dynamics were explained by the independent variable, while 69.0% were governed by external effects. Lastly, the R^2 for Turnover Intention reached 0.620, establishing that the structural path architecture explained 62.0% of an employee's intent to resign, whereas extraneous variables not captured in this study dictated the residual 38.0%. To further validate the structural model's predictive capacities, the Q-square (Q^2) predictive relevance metric was

calculated. Within this regression framework, a higher Q^2 value denoted superior model fit and data alignment. The mathematical estimation for the Q^2 metric is derived as follows:

$$Q^2 = 1 - (1 - 0,594)(1 - 0,310)(1 - 0,620)$$

$$Q^2 = 1 - (0,406 \times 0,690 \times 0,380)$$

$$Q^2 = 1 - 0,106$$

$$Q^2 = 0,894$$

An achieved Q^2 value of 0.894 (which comfortably surpasses the 0 baseline) signaled exceptional predictive relevance. This suggests that the structural framework is highly proficient at forecasting the endogenous phenomena under investigation with a high degree of accuracy. To evaluate the holistic fit of both the measurement and structural configurations, the Goodness-of-Fit (GoF) index was calculated by extracting the square root of the product of the average AVE and the average R^2 . The standard benchmarks classified a GoF score of 0.10 as small, 0.25 as medium, and 0.38 as large. The calculation for this study is structured as follows:

$$\text{GoF} = \sqrt{(0,703 \times 0,508)}$$

$$\text{GoF} = \sqrt{0,357}$$

$$\text{GoF} = 0,597$$

Yielding a value of 0.597, the model's overall Goodness of Fit is classified as substantially "large," confirming its mathematical rigor.

Table 8 | Direct Effects Hypothesis Testing Overview

	Original Sample	Sample Mean	T Statistics	P Values	Information
Leadership Transformational (X) -> Adaptive Performance (Y1)	0,286	0,292	3,249	0,001	H1 Supported
Leadership Transformational (X) -> Turnover Intention (Y2)	0,305	0,320	3,383	0,001	H2 Supported
Leadership Transformational (X) -> Organizational Commitment (Z)	0,557	0,578	6,557	0,000	H3 Supported
Organizational Commitment (Z) -> Adaptive Performance (Y1)	0,574	0,580	6,733	0,000	H4 Supported
Organizational Commitment (Z) -> Turnover Intention (Y2)	0,575	0,563	6,300	0,000	H5 Supported

Source: Smart-PLS Generated Output (2026)

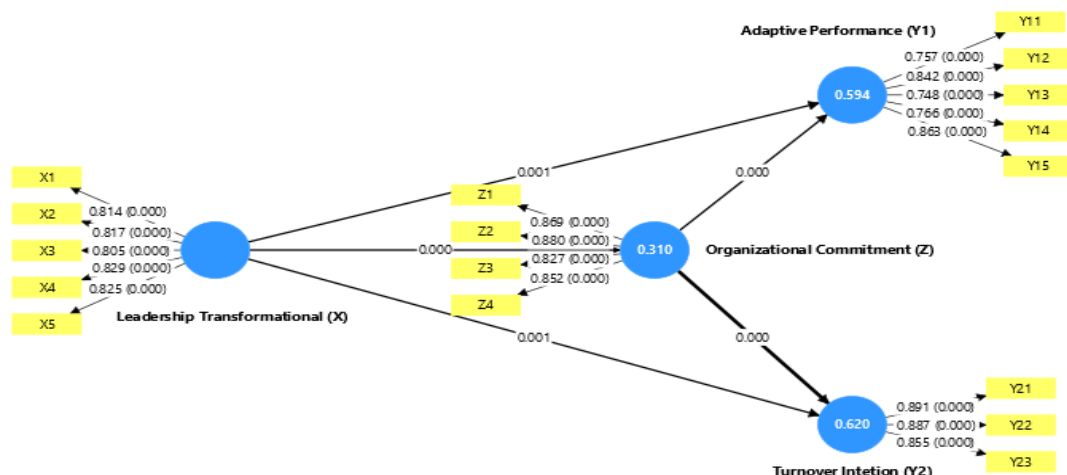


Figure 2. Bootstrapping Path Diagram with Derived P-Values
Source: Smart-PLS Generated Output (2026)

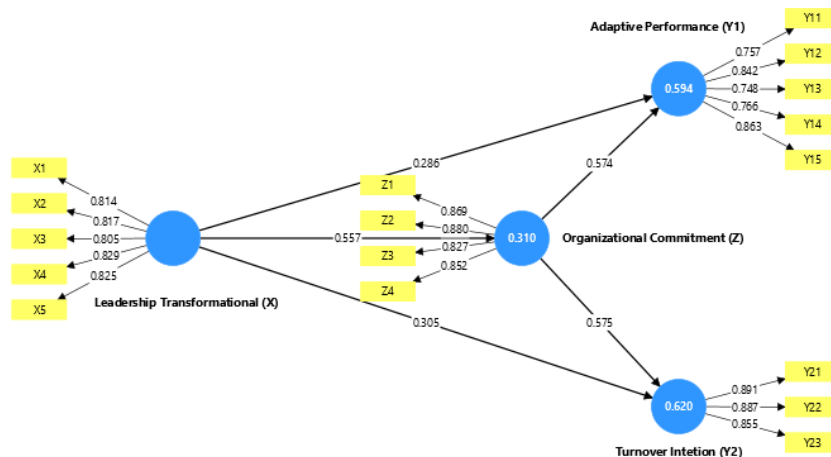
Table 9 | Evaluation of Indirect Pathways (Mediation Dynamics)

	Original Sample	Sample Mean	T Statistics	P Values	Information
Leadership Transformational (X) -> Organizational Commitment (Z) -> Adaptive Performance (Y1)	0.319	0.333	5,246	0,000	H6 Supported
Leadership Transformational (X) -> Organizational Commitment (Z) -> Turnover Intention (Y2)	0.320	0.324	4.707	0,000	H7 Supported

Source: Smart-PLS Generated Output (2026)

Empirical execution of the structural framework brings to light several critical trajectories regarding the hypothesized paths. Looking first at direct systemic linkages, transformational leadership emerged as a robust, positive driver of adaptive performance ($\beta = 0.286$, $t = 3.249$, $p = 0.001$), thereby supplying solid empirical ground for the validation of H1. Conversely, this managerial style also triggered a direct upsurge in turnover intention ($\beta = 0.305$, $t = 3.383$, $p = 0.001$). Even though this upward slope explicitly contradicted initial theoretical assumptions of a mitigating, negative effect, the mathematical strength of the parameters demanded the formal acceptance of H2. Meanwhile, on the front of internal resource building, transformational leadership exerted a commanding, positive direct pull-on organizational commitment ($\beta = 0.557$, $t = 6.557$, $p = 0.000$), a finding that securely validated H3. Diving deeper into the internal dynamics, the parameter estimated substantiate that organizational commitment carried profound weight as a behavioral catalyst. It showed a positive and highly significant direct relationship with adaptive performance ($\beta = 0.574$, $t = 6.733$, $p = 0.000$), an outcome that corroborated H4. However, an anomaly surfaced where organizational commitment yielded a positive direct correlation with turnover intention as well ($\beta = 0.575$, $t = 6.300$, $p = 0.000$). While this positive slope runs counter to conventional management literature, the derived significance metrics comfortably satisfy the empirical requirements to sustain H5. When isolating the intervening mechanisms, the indirect structural pathways confirmed a highly active process of mediation. Transformational leadership channeled an indirect upgrade to employees' adaptive performance by way of heightened organizational commitment ($\beta = 0.319$, $t = 5.246$, $p = 0.000$), validating the logic of H6. Lastly, the structural transmission routing transformational leadership to turnover intention through the intervening layer of organizational commitment matched this significance ($\beta = 0.320$, $t = 4.707$, $p = 0.000$). Despite the directional drift from the baseline hypothesis, the overarching statistical strength of this indirect link ensured that H7 was fully accepted within this study.

To provide a visual summary of the structural relationships among the research variables, the final structural model generated using SmartPLS is presented in Figure 3. The model illustrates the direct and indirect relationships between transformational leadership, organizational commitment, adaptive performance, and turnover intention.

**Figure 3.** Structural Model Path Diagram Output
Source: Smart-PLS Generated Output (2026)

4.2 DISCUSSION

4.2.1. The Nexus between Transformational Leadership and Adaptive Performance

Empirical insights revealed that transformational leadership served as a positive catalyst for the adaptive performance of Generation Z personnel at PT Sumber Inti Alam. This was actively manifested in their capacity to adjust to fluid operational realities, including volatile demand shifts, systemic workplace restructuring, and escalating work pressures. Rather than acting as mere overseers, supervisors functioned as interactive problem solvers and motivational anchors, directly involving themselves in operational bottlenecks to foster a proactive, flexible, and innovative mindset among subordinates. Through the lens of Social Cognitive Theory, this leadership architecture operated as an environmental determinant that guided behavioral outcomes through observational learning. Consequently, employees internalized core organizational values and boosted their self-efficacy, which in turn enhanced their adaptive capacity. However, to remain consistent with the holistic empirical findings of this study, this elevated capacity operated distinctively within the Generation Z cohort; while it successfully drove immediate field adaptation, it simultaneously reshaped their behavioral outputs by intensifying their professional confidence to navigate broader career trajectories. This trajectory aligns with the foundational assertions of Bass (1985), alongside contemporary validations by Lempoy et al. (2022) and Setiawati and Prahiawan (2024), which establish that transformational oversight is pivotal to cultivating a highly responsive, adaptive corporate culture.

4.2.2. Transformational Leadership and Its Unexpected Pull on Turnover Intention

The study uncovered a highly unconventional phenomenon: transformational leadership shared a positive relationship with turnover intention, suggesting that visionary, inspirational management inadvertently heightens an employee's readiness to exit the firm. This paradox was deeply rooted in the generational idiosyncrasies of Gen Z, a cohort that fiercely prioritized work-life equilibrium, operational fluidity, and accelerated self-actualization. When exposed to elevated performance benchmarks and broadened responsibilities, these individuals were frequently triggered to re-evaluate their long-term career trajectories. Evaluated through Social Cognitive Theory, the supportive leadership environment nurtures substantial professional self-efficacy. Paradoxically, this newfound confidence made employees feel highly competent and secure enough to explore superior external market opportunities. These findings mirror the perspectives of Amanda and Kasmiruddin (2025), who argue that transformational leadership does not function strictly as an institutional retention tool; instead, it frequently sharpens an individual's competitive edge and mobility within the broader labor market.

4.2.3. Cultivating Organizational Commitment Through Transformational Leadership

Transformational leadership showed a robust capacity to fortify organizational commitment, a dynamic achieved through a supervisor's hands-on operational involvement, consistent emotional scaffolding, and transparent, forward-looking communication channels. By feeling genuinely valued, heard, and integrated into core operational processes, employees developed a profound psychological attachment and a sense of ownership toward the enterprise. Within the conceptual architecture of Social Cognitive Theory, the mechanism of observational learning enabled personnel to internalize the integrity, strategic direction, and ethical values modeled by their leaders. As a result, the resulting institutional alignment transcended formal contractual compliance, evolving into deep emotional dedication. This outcome is strongly anchored in classic and modern organizational literature, reinforcing the arguments of Al-refaei and Alzoraiki (2023), and (Qiao et al. (2024) regarding the capacity of transformational management to command employee loyalty, dedication, and systemic engagement.

4.2.4. Organizational Commitment as an Engine for Adaptive Performance

A positive linkage was established between organizational commitment and adaptive performance, showing that individuals bound by strong psychological ties and heightened professional accountability were considerably more equipped to absorb structural disruptions while maintaining peak productivity. In day-to-day operations, highly committed employees routinely ventured beyond their baseline job descriptions, exercising spontaneous initiative to solve problems, engaging in cross-divisional coordination, and smoothly transitioning through technical work system overhauls. Social Cognitive Theory clarifies this relationship by positioning institutional commitment as an intrinsic personal factor that reinforces self-efficacy and internal

motivation. This psychological backing enabled employees to remain resilient and nimble amidst shifting workplace demands. The empirical reality observed here corresponds with the findings of Pratiwi et al. (2025), Peñaflores (2024), and Al-refaei and Alzoraiki (2023). All of whom validate organizational commitment as a foundational pillar for adaptive behavioral manifestations.

4.2.5. The Counterintuitive Bond Between Organizational Commitment and Turnover Intention

Organizational commitment exhibited a positive relationship with turnover intention, indicating that for the Generation Z demographic, workplace commitment manifested primarily as localized professional accountability rather than enduring institutional loyalty. While these younger workers displayed immense dedication to their current projects, external baseline conditions such as competitive compensation packages, transparent career paths, and lifestyle flexibility remain the overriding factors in their ultimate decision to migrate. Interpreted through Social Cognitive Theory, high job commitment elevated an individual's perceived self-efficacy. This heightened confidence caused employees to feel thoroughly prepared and self-assured when navigating new career landscapes. This finding is backed by the empirical evidence of (Soeti Yani & Putri, 2017) and (Amanda & Kasmiruddin, 2025), which illustrates that organizational commitment does not automatically suppress exit intentions; rather, it can coexist with, or even accelerate, career mobility among the younger segments of the labor force.

4.2.6. The Mediating Pathway of Organizational Commitment on Adaptive Performance

Organizational commitment successfully bridged the structural relationship between transformational leadership and adaptive performance. This indirect pathway proved that visionary leadership did not instantly translate into workplace adaptability; rather, it operates by first generating a psychological anchor within the workforce. Leaders who offered strategic clarity, intrinsic motivation, and individualized support constructed an internal framework of responsibility and heightened engagement, which subsequently drove employees to navigate institutional changes proactively. From the standpoint of Social Cognitive Theory, leadership serves as an external environmental stimulus that restructures an internal personal variable (commitment), which ultimately manifests as adaptive behavioral output. This structural mechanism was validated by the conclusions of Firdaus et al. (2025) and Wijayanti et al. (2025), emphasizing that organizational commitment acts as an indispensable structural conduit through which leadership successfully elevates employee performance.

4.2.7. The Mediating Pathway of Organizational Commitment on Turnover Intention

Finally, organizational commitment was shown to mediate the connection between transformational leadership and turnover intention, yet it fell short of actively dampening the urge to exit due to the highly professionalized, non-emotional nature of the commitment formed by Gen Z. Even when maintaining a strict sense of duty toward their immediate tasks, these employees concurrently run market evaluations to find more advantageous external avenues. Within the framework of Social Cognitive Theory, the supportive environment created by transformational leaders heightened individual self-efficacy and career readiness. Ironically, this psychological empowerment encourages employees to actively explore the job market. This nuanced dynamic is supported by the scholarship of Soeti Yani and Putri (2017) and Puspasari et al. (2025), which shows that organizational commitment among younger generations is highly fluid, acting as a potential springboard for outward career mobility unless met with highly tailored, modern retention strategies.

5. CONCLUSION

The structural modeling results confirmed that transformational leadership acted as a statistically significant, positive driver of adaptive performance, turnover intention, and organizational commitment among Generation Z personnel at PT Sumber Inti Alam. A parallel positive trajectory linked organizational commitment to both adaptive performance and turnover intention. This latter path exposed a distinct demographic paradox: within this generational cohort, heightened institutional commitment did not suppress the impulse to exit but rather accompanied it, as the professional alignment simultaneously inflated individual self-efficacy and market-facing career readiness. Furthermore, organizational commitment functioned as a potent mediating mechanism bridging transformational leadership with both endogenous outcomes. Visionary management

successfully channeled adaptive behavior by building strong emotional ties. Paradoxically, this exact psychological enrichment fueled an ambitious pursuit of external career progression, ultimately accelerating the intent to migrate.

Theoretically, this counterintuitive positive linkage between organizational commitment and turnover intention highlights a shifting psychological contract within the younger workforce, deeply intertwined with heightened employability and a boundaryless career mindset. Rather than viewing commitment as an instrument for lifetime institutional loyalty, Generation Z employees utilized their highly committed engagement in organizational tasks to continuously sharpen their professional competencies and market value. Driven by a boundaryless career orientation, these individuals viewed their employment at PT Sumber Inti Alam not as a permanent anchor, but as a dynamic learning platform. Consequently, high task commitment inadvertently accelerated their independent employability, giving them the confidence to transition fluidly into external market opportunities once their internal developmental milestones are achieved.

To optimize these workplace dynamics, corporate leaders at PT Sumber Inti Alam must strengthen transformational management frameworks and elevate organizational commitment through the deliberate construction of supportive environments, transparent communication lines, and unambiguous career trajectories. Crucially, this development must be balanced with tailored talent-retention strategies specifically focusing on enhanced holistic welfare, structural work-life balance, and targeted job satisfaction to actively stem the tide of voluntary departures. The enterprise must design interventions ensuring that employee alignment shifts from a purely rational, contract-based calculation to a deeply rooted emotional attachment.

For future empirical inquiries, researchers are encouraged to expand this structural framework by integrating variables such as job embeddedness or perceived alternative job opportunities. Additionally, executing cross-generational comparative analyses will be critical to gathering a more nuanced, comprehensive understanding of the counterintuitive positive linkage connecting organizational commitment to turnover intention.

6. LIMITATION AND IMPLICATION

Limitation

Several methodological constraints bound the scope of this investigation. Chief among these is the exclusive reliance on a quantitative approach backed by self-reported survey instruments, a design that remains vulnerable to respondent perception bias and lacks the capacity to capture deeper, qualitative contextual nuances. Furthermore, the empirical focus was strictly confined to Generation Z personnel within a single corporate entity PT Sumber Inti Alam thereby restricting the statistical generalizability of these findings to broader organizational structures, diverse industrial sectors, or alternate generational cohorts. Finally, a conceptual boundary exists regarding the selected framework, as this study omitted critical external and systemic forces, such as job embeddedness, perceived alternative job opportunities, and holistic workplace well-being metrics, all of which heavily configure the architecture of turnover intention.

Implication

On a conceptual level, this study expands Social Cognitive Theory by revealing a non-linear paradox within contemporary demographics: a supportive environment driven by transformational leadership, which builds high organizational commitment, did not inherently act as a structural anchor to suppress voluntary departures among Generation Z. Instead, by enriching internal personal factors like self-efficacy and career readiness, this ecosystem inadvertently serves as a professional springboard, meaning that intense institutional alignment can simultaneously coexist with, and even accelerate, the cognitive impulse to migrate toward external market opportunities. Practically, these empirical realities imply that modern enterprises can no longer deploy inspirational management in a structural vacuum; rather, human resource architectures must strategically counter talent drainage by pairing transformational oversight with aggressive, tailored retention frameworks such as accelerated internal career pathing, structural work-life equilibrium policies, and holistic well-being initiatives thereby shifting employee alignment from a purely rational, task-based calculation into deep, emotionally grounded institutional loyalty.

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Conflict of Interest Statement: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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