

The Effect of Islamic Leadership and Organizational Culture on Turnover Intention with Organizational Commitment as a Mediation Variable (Study at Alfatihah Foundation Semarang)

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Abstract. *This study aims to analyze the influence of Islamic Leadership and organizational culture on Turnover Intention with organizational commitment as a mediating variable on employees of the Alfatihah Foundation in Semarang. The study used a quantitative approach with a survey method by distributing Likert scale questionnaires to 276 respondents who were determined using a total sampling technique. Data analysis was carried out using the Structural Equation Modeling method based on Partial Least Square (SEM-PLS) using SmartPLS 3.0 through outer model and inner model testing. The results showed that Islamic Leadership and organizational culture had a positive and significant effect on organizational commitment. Islamic Leadership and organizational commitment had a negative and significant effect on Turnover Intention, while organizational culture did not have a significant direct effect on Turnover Intention. However, organizational culture has a negative and significant effect on Turnover Intention through organizational commitment as a mediating variable. These findings confirm that strengthening Islamic leadership values and an effective organizational culture can increase organizational commitment, which ultimately plays an important role in reducing employee Turnover Intention levels.*

Keywords: *Culture; Islamic; Leadership; Organizational.*

1. Introduction

The workforce is one of a company's most important resources because it has the power to influence how other assets are allocated. A company's productivity and effectiveness are directly influenced by its human resources. This is what truly educates companies about the need for HR investment in employee evaluation, as recruiting new, dedicated employees who deliver high-quality work is increasingly difficult, especially when it comes to the long-term survival of the organization. Therefore, businesses must place a strong emphasis on finding, developing, and inspiring human resources in line with their goals and retaining the best talent (Musa & Tawe, 2023).

Over time, Indonesia has seen a surge in the number of digital startups in recent years. Due to the demands of the fast-paced technology business environment and the need for technology-savvy resources, startups are competing to recruit new, tech-savvy staff (Wahyudi & Sabil, 2022). To maintain business and organizational operations and growth, organizations and businesses cannot ignore the human resources component. Therefore, when managing human resources, companies need to recruit the best talent and minimize labor-related expenses. Given that human resources are a company's most valuable asset, maintaining and preventing human resource relocation is a smart management move.

Alfatihah Foundation is a professional non-profit organization located in Semarang City which is engaged in social and educational fields using digital technology as its main support tool. Established since 2016, Alfatihah Foundation has contributed to social and educational programs to bridge and contribute to the welfare of the people. Various social activities and movements are now growing and have many program agendas. Some of Alfatihah's best programs that continue to grow to date are the Quran memorization program at Rumah Tahfidz which has several branches in Semarang City, the Islamic boarding school program that continues to be built in several areas for Quran memorization fighters, the Quran education program for early childhood through the Alfatihah School (ALS) program and to bridge the talents and interests in the world of hafidz and hafidzah, we also provide a recording studio to ground the Quran through video media. In order to realize quality human resources with noble character, the Alfatihah Foundation has made a breakthrough for career development related to education and the latest digital technology aimed at the general public in the form of scholarships for orphaned Islamic boarding school students, Google Ads quarantine scholarships, Quran quarantine scholarships, memorization teachers, and research and development.

Based on data from the Alfatihah HRD Team, 99% of Alfatihah employees are classified as Generation Z, with the rest belonging to Generation X and Y (Alfatihah Database 2024). Generation Z itself is characterized by a strong work ethic by planning their careers and striving to make a positive contribution to the organizations where they work. In addition to having a strong work ethic, Generation Z is also known to highly uphold the principle of work-life balance. This balance is a key factor in choosing where they will work. This generation's desire for work-life balance is in line with the findings of previous research, which highlighted the characteristics of Generation Z workers who choose jobs where the organization provides a pleasant work environment while maintaining schedule flexibility. In addition, because their work is balanced, they are able to manage their personal and professional lives. (Khairuzahra Putri Nurramadhania, 2023). However, on the other hand, this principle can also be a cause for Generation Z to resign from the workplace.

One of the problems faced by human resources departments in the workplace is the increasing tendency of employees to move from one workplace to another in search of a better position, a phenomenon known as turnover intention. (Arya Rangga & Fitria Hermiati,

2023). High turnover rates can negatively impact company and organizational performance, such as decreased productivity, high recruitment and training costs, and damage to the company's reputation. Therefore, companies and organizations need to conduct in-depth analyses to identify the causes of high employee turnover rates and take action to reduce them.

Turnover intention Turnover intention is the tendency or intention of an employee to leave their position or change jobs at their own discretion. An employee's desire to move can be interpreted as an attempt to quit their job. The intention to leave an organization to seek employment elsewhere or pursue a different career path is known as turnover intention. Although it is only an intention or desire, it is a risk because personnel turnover can indeed occur if not controlled (Wahyudi & Sabil, 2022). Because employees are considered a company's most valuable asset, high turnover rates are considered to have a significant negative impact on organizational performance.

According to a survey (databoks.katadata.co.id 2023), it shows that the main reason Generation Z employees resign is because the salary does not match the work, then irregular working hours also make Gen Z leave the job, besides that the culture in the workplace if it is unhealthy can also trigger the desire to resign in Generation Z employees and many other factors that are the reasons for Generation Z employees when resigning.

Table Alfatihah Foundation Turnover Rate Data for 2022-2024

Year	Amount Employee The beginning of the year	Amount employee of enter	Number employees leaving	of Number employees end of year	of Turnover rate (TR)
2022	26	43	3	66	4.5%
2023	66	112	75	103	73%
2024	103	207	35	275	12.7%

Source: Alfatihah HRD Database

Alfatihah Foundation employee data over the past three years shows a significant trend of employee growth. In 2022, the number of employees joining the Alfatihah Foundation was 43, then increased by 112 in 2023, and recorded 207 employees joining as of October 2024. This indicates that the organization is undergoing a rapid expansion process. However, although the number of employees entering the Alfatihah Foundation continues to increase annually, the total number of active employees as of October 2024 only reached 275, while the number of employees leaving from 2022 to 2024 reached 113. Based on the data, the turnover rate at the Alfatihah Foundation during 2022-2024 fluctuated, namely 4.5%, 73%, and 12.7%, respectively. This creates a contradiction between the increase and the number of employees leaving. The large number of employees leaving the Alfatihah Foundation indicates a large potential related to employee intention to leave the organization (turnover intention). Despite the continued growth in employee numbers, this increase is not matched by effective employee retention efforts. This could indicate that many new employees have

not fully integrated into the team or may even have intentions of leaving.

Therefore, research on turnover intention in organizations is crucial and relevant. First, this research can help identify factors that disrupt productivity, such as job satisfaction, organizational culture, and organizational commitment. Second, by understanding the reasons behind employees' intentions to leave the organization, management can optimize human resources and improve employee satisfaction. Furthermore, the results of this research can be used to formulate effective employee retention strategies, thereby reducing turnover intention and increasing overall company productivity. Finally, the importance of this research also relates to ethical and moral considerations, as high turnover intention not only affects productivity but also the organization's reputation and public image.

Many factors can cause employees to leave their workplace. Leadership is most effective in the operational context of organizations in dynamic environments, characterized by decentralized organizational structures with lateral communication, and the need to deal with changing tasks (Wahyudi & Sabil, 2022). Leadership is the process by which an individual leads, guides, influences, or controls the thoughts, feelings, or behavior of others or groups to achieve specific goals. Leadership is related to the relationship and influence between leaders and those led. Leadership emerges and develops as a result of automatic interactions between leaders and those led (Sumari & Malino, 2023). Leadership in Islam is not merely seen as a position or title, but rather as a leadership process involving responsibility and accountability. A leader in this context is expected to be a director capable of motivating and inspiring followers towards achieving common goals, while adhering to the principles of fairness, responsibility, and consultation. Previous research by (Flores, 2023) and (Sumari & Malino, 2023) revealed that leadership has a negative effect on turnover intention. This is different from previous research by (Solehah & Ratnasari, 2019) which revealed that leadership has a positive effect on turnover intention.

Another factor that can influence turnover intention is organizational culture. Organizational culture is the standards and values that guide individual behavior within an organization, guiding how each individual acts in a way that aligns with the dominant culture and thus gains acceptance from the surrounding environment. The behavior and activities of organizational members are influenced by a set of shared values, principles, traditions, and work methods that shape organizational culture. Furthermore, organizational culture is the personality of the organization that influences how individuals act within the organization (Faaroek, 2021). Organizational values, beliefs, conventions, ethics, and practices are all important components of organizational culture. The behavior and attitudes of members of an organization when carrying out their duties and responsibilities can also be influenced by that organizational culture. Therefore, companies need to focus on creating a healthy corporate culture that aligns with the principles they uphold. Employee motivation does not arise spontaneously, so several factors play a crucial role in building employee motivation, one of which is building a positive organizational culture that is well-received by its employees.

Previous research by Wahyudi & Sabil (2022) and Studi et al. (2022) found that organizational culture has a positive and significant influence on turnover intention. This contrasts with previous research by Musa & Tawe (2023), which found that organizational culture has a negative and significant influence on turnover intention.

2. Research Methods

This research is a quantitative survey. The survey was conducted by distributing a questionnaire containing structured questions to respondents, designed to obtain more specific information. To explain the causal relationship between the research variables and test the hypotheses, this study used an explanatory research approach. Explanatory research aims to test previously developed theories, and the research findings will clarify the causal relationship between variables. (Sugiyono, 2017) The method used to collect data and information in this study was field research, where respondents were directly given a questionnaire to complete. A questionnaire is a list of questions sent to parties regarding the subject being studied. The questionnaire consists of closed-ended questions, and responses are scored on a Likert scale from 1 to 5. Furthermore, indicators serve as the basis for compiling potential instrument elements in the form of questions or statements.

3. Results and Discussion

3.1. Respondent Characteristics Analysis

1) Respondent Characteristics

This study aims to analyze and provide an empirical description of the influence of Islamic Leadership and organizational culture on Turnover Intention with organizational commitment as a mediating variable at the Alfatihah Foundation in Semarang. Data collection in this study was conducted using a survey method by distributing questionnaires to respondents who were the objects of research. The questionnaires were distributed online using social media, such as WhatsApp and Google Forms, to facilitate the data collection process. The sample of this study consisted of 125 respondents who were permanent employees at the Alfatihah Foundation in Semarang. The data collection process was carried out over a period of approximately one month, namely in October 2025. The collected data were then processed and analyzed using appropriate statistical analysis methods, and the results of the data processing are presented in tabular form in the next section.

Table Data Collection Results

Criteria	Amount
Number of questionnaires distributed	276
Number of questionnaires not returned	0
Number of incomplete questionnaires	0
Number of eligible questionnaires	276

Source: Processed primary data, 2025

Table shows that all distributed questionnaires have been returned. All questionnaires met the specified requirements and criteria. Consequently, 276 respondents were processed. In this study, respondents were obtained from the distribution of questionnaires via Google from. The total number of respondents sampled in this study was 276. The characteristics of the respondents selected by the researcher were employees of the Alfatihah Foundation in Semarang. The following is a profile of the respondents based on gender, age, domicile, and education.

a. Respondent Gender

Table Respondent Gender

Gender	Frequency	Presentation
Man	20	7%
Woman	256	93%
Total	276	100%

Source: Processed primary data, 2025

Based on table, it can be seen that there were 276 respondents, and the majority of respondents were male, namely 20 people (7%), while female respondents were 256 people (93%). This shows that the Alfatihah Foundation employees are predominantly female.

b. Respondent Age

Table Respondent Age

Age (Years)	Frequency	Presentation
< 20 Years	52	18%
20-24 Years	140	50%
25-27 Years	60	21%
28-30 Year	24	11%
Year	0	0
Total	276	100%

Source: Processed primary data, 2025

Based on Table regarding the age distribution of respondents, it can be seen that the majority of respondents are in the 20–24 year age range, namely 140 people or 50% of the total respondents. This indicates that the majority of employees of the Alfatihah Semarang Foundation are dominated by the young age group who are in their early productive age. Furthermore, respondents with an age range of 25–27 years numbered 60 people or 21%, followed by respondents under 20 years old as many as 52 people or 18%. Meanwhile, respondents with an age of 28–30 years were the group with the smallest number, namely 24 people or 11%. Overall, the age distribution of respondents shows that the workforce at the Alfatihah Semarang Foundation is dominated by the younger generation, who potentially have different organizational commitment dynamics and Turnover Intention tendencies compared to more senior age groups.

c. Respondent's Domicile

Table Respondent's Domicile

Respondent's Domicile	Frequency	Presentation
Semarang City	16	6%
Outside Semarang City	260	94
Total	276	100%

Source: Processed primary data, 2025

Based on Table, it can be seen that the respondent data meets the criteria required by the author. In this study, the majority of respondents were from Semarang.

d. Education

Table Respondent Age

Age (Years)	Frequency	Presentation
S1	230	83%
High School/Equivalent	46	17%
Total	276	100%

Source: Processed primary data, 2025

Based on Table regarding the respondents' education level, it can be seen that the majority of respondents have a Bachelor's degree (S1), namely 230 people or 83% of the total respondents. This indicates that the majority of Alfatihah Semarang Foundation employees have a higher educational background, reflecting the relatively good quality of human resources in supporting the implementation of organizational tasks and responsibilities. Meanwhile, respondents with a high school education level or equivalent numbered 46 people or 17%. This condition indicates that Alfatihah Semarang Foundation continues to provide space for workers with a secondary education background to contribute to the organization. Overall, the dominance of respondents with a Bachelor's degree has the potential to influence the level of understanding of Islamic Leadership values, organizational culture, and the formation of organizational commitment, which ultimately can have an impact on low or high employee Turnover Intention.

The Normal Fit Index (NFI) testing criteria are: if the NFI value is greater than 0.1 or higher, the model is considered good or acceptable. The closer the NFI is to 1, the better the fit. The NFI test results in this study are presented in Table.

Table Normal Fit Index Test Results

	Saturated Model	Estimated Model
SRMR	0.088	0.088
d_uls	0.928	0.928
d_g	0.281	0.281
Chi-Square	452,679	452,679
NFI	0.729	0.729

Source: Processed data, 2026.

The Normal Fit Index (NFI) test in table shows that it is greater than 0.1 and close to 1, so it

can be concluded that the model in this study is good and acceptable.

3.2. Hypothesis Testing

This study has two types of hypotheses to be tested, namely hypotheses that test direct influence and hypotheses that test indirect influence, namely in the form of mediation.

1) Direct Effect Testing

In this study, direct testing used a bootstrapping procedure with the criteria of a t-statistic value > 1.96 and a p-value $< 5\%$ or 0.05 . The following results of the path coefficient test in this study are presented in Table.

Table Path Coefficients Test Results

	Original Sample	t statistics	p-value
Islamic Leadership → Organizational Commitment	0.239	4,367	0,000
Organizational culture → Organizational Commitment	0.527	10,483	0,000
Islamic Leadership → Turnover Intention	-0.257	3,073	0.002
Organizational Culture → Turnover Intention	-0.083	0.794	0.428
Organizational Commitment → Turnover Intention	-0.551	8,264	0.004

Source: Processed data, 2026.

First Hypothesis

H1: Islamic Leadership has a significant effect on Organizational Commitment. It can be seen in table 4.8 that the relationship between Islamic Leadership and Organizational Commitment has a path coefficient value of 0.239, this value is positive and close to +1 which means that there is a positive relationship between Islamic Leadership and organizational commitment. Furthermore, it can be seen that the relationship between Islamic Leadership and organizational commitment has a t-statistic value of $4.367 > 1.96$ and has a p-value of $0.000 < 0.05$ which means that the relationship between the variables of Islamic Leadership and organizational commitment is significant. Based on the results of the study and the previous explanation, it can be concluded that the first hypothesis stating that Islamic Leadership has a positive and significant effect on organizational commitment in this study is accepted.

Second Hypothesis

H2: Organizational culture and organizational commitment have a path coefficient value of 0.527, this value is positive and close to +1 which means there is a positive relationship between organizational culture and organizational commitment. Furthermore, it can be seen that the relationship between organizational culture and organizational commitment has a t-statistic value of 10.483 that the value is > 1.96 and has a p value of $0.000 < 0.05$ which means that the relationship between organizational culture variables and organizational commitment is significant. Based on the results of the study and the previous explanation, it

can be concluded that the second hypothesis which states that organizational culture has a positive and significant effect on organizational commitment in this study is accepted.

Third Hypothesis

H3: The Influence of Islamic Leadership on Turnover Intention. It can be seen in table 4.8 that the relationship between Islamic Leadership and Turnover Intention has a path coefficient value of -0.257, this value is negative which means there is a negative relationship between Islamic Leadership and Turnover Intention. Furthermore, it can be seen that the relationship between Islamic Leadership and Turnover Intention has a t-statistic value of 3.073 that the value is > 1.96 and has a p value of $0.002 < 0.05$ which means that the relationship between the Islamic Leadership variable has a negative and significant effect on Turnover Intention.

Fourth Hypothesis

H4: The influence of organizational culture on Turnover Intention. It can be seen in table 4.8 that the relationship between Organizational Culture and Turnover Intention has a path coefficient value of -0.083, this value is negative which means there is a negative relationship between organizational culture and Turnover Intention. Furthermore, it can be seen that the relationship between Islamic Leadership and Turnover Intention has a t-statistic value of 0.794 that the value is < 1.96 and has a p value of $0.428 > 0.05$ which means that the relationship between organizational culture variables does not have a significant effect on Turnover Intention.

Fifth Hypothesis

H5: The influence of organizational commitment on Turnover Intention. It can be seen in table 4.8 that the relationship between Organizational Commitment and Turnover Intention has a path coefficient value of -0.551, this value is negative which means there is a negative relationship between organizational commitment and Turnover Intention. Furthermore, it can be seen that the relationship between organizational commitment and Turnover Intention has a t-statistic value of 8.264 that the value is > 1.96 and has a p value of $0.004 < 0.05$ which means that the relationship between organizational commitment variables has a negative and significant effect on Turnover Intention.

2) Indirect Effect Testing

Indirect effect testing to determine the indirect effect of the Islamic Leadership variable on Turnover Intention through organizational commitment, and the indirect effect of the organizational culture variable on customer loyalty through organizational commitment. The criteria in indirect testing are if the value of the p-value < 0.05 (5%) and t statistics > 1.96 then the effect is significant which can be interpreted as an indirect effect. The results of the research analysis can be seen from the specific indirect effect table using the bootstrapping technique which will be presented in table.

Table Specific Indirect Effect Test Results

		Original Sample t-statistic	p-value
Islamic Leadership →	Organizational Commitment → Turnover Intention	-0.132 3,875	0,000
Organizational Culture →	Organizational Commitment → Turnover Intention	-0.291 6,146	0,000

Source: Processed data, 2025.

Sixth Hypothesis

H6: Islamic Leadership has a significant effect on Turnover Intention with Organizational Commitment as a mediating variable. It can be seen in Table 4.9 that the relationship between Islamic Leadership and Turnover Intention with organizational commitment as a mediating variable has a t-statistic value of 3.875 that the value is > 1.96 and has a p-value of $0.000 < 0.05$ which means that the relationship between the Islamic Leadership variable on Turnover Intention and organizational commitment as a mediating variable is significant. The magnitude of the indirect effect between Islamic Leadership and Turnover Intention mediated by organizational commitment is -0.132 or -13.2%. Based on the results of the study and the previous explanation, it can be concluded that Islamic Leadership was found to have an indirect effect on Turnover Intention through organizational commitment. Therefore, the sixth hypothesis can be accepted.

Seventh Hypothesis

H7: Organizational Culture has a significant effect on Turnover Intention with Organizational Commitment as a mediating variable. It can be seen in table 4.9 that the relationship between organizational culture and Turnover Intention with organizational commitment as a mediating variable has a t-statistic value of 6.146 that the value is > 1.96 and has a p-value of $0.000 < 0.05$ which means that the relationship between organizational culture variables on Turnover Intention and organizational commitment as a mediating variable is significant. The magnitude of the indirect effect between organizational culture and Turnover Intention mediated by organizational commitment is -0.291 or -29.1%. Based on the results of the study and the previous explanation, it can be concluded that organizational culture was found to have an indirect effect on Turnover Intention through organizational commitment. Therefore, the sixth hypothesis can be accepted.

Discussion:

1) The Influence of Islamic Leadership on Organizational Commitment

Based on the test results above, the research findings confirm the first hypothesis in this study, which states that Islamic Leadership has a positive and significant effect on organizational commitment. This is evidenced by the path coefficient value of 0.239, which is positive, indicating a unidirectional relationship between the two variables. In addition, the t-statistic value of $4.367 > 1.96$ and the p-value of $0.000 < 0.05$ indicate that this relationship is statistically significant. This indicates that the higher the application of Islamic leadership in the organization, the higher the level of employee organizational commitment. The positive influence of Islamic Leadership on organizational commitment is reflected through organizational commitment indicators that include logical factors, environmental factors, hope factors, and emotional bonds. The application of Islamic leadership values such as trustworthiness, justice, and exemplary behavior can increase employee emotional bonds and strengthen employee hopes for the future of the organization. This condition encourages employees to maintain their membership in the organization consciously and voluntarily.

The findings of this study support previous research conducted by Maulidiyah et al. (2024), which stated that Islamic leadership significantly influences organizational commitment. This explains that Islamic leadership, which emphasizes the values of trustworthiness, justice, exemplary behavior, and moral responsibility, can create a strong psychological bond between employees and the organization. Leaders who implement Islamic values not only act as decision-makers but also as ethical role models who build employee trust and loyalty. Thus, employees feel a moral and emotional obligation to remain committed to the organization.

2) The Influence of Organizational Culture on Organizational Commitment

Based on the test results above, the research findings confirm the second hypothesis, which states that organizational culture has a positive and significant effect on organizational commitment. This is evidenced by the positive path coefficient of 0.527, indicating a unidirectional relationship between the two variables. Furthermore, the t-statistic of $10.483 > 1.96$ and the p-value of $0.000 < 0.05$ indicate that this relationship is statistically significant. This indicates that organizational culture is a dominant factor in shaping organizational commitment. A strong organizational culture, through indicators of innovation and risk-taking, teamwork, attention to religious values, and target orientation, has been shown to play a significant role in increasing organizational commitment. Cultural values that are understood and implemented together create a work environment that aligns with the beliefs and goals of individual employees. This strengthens employees' emotional attachment and sense of belonging to the organization.

The results of this study are supported by research conducted by Ayal et al., (2019). In essence, organizational culture plays a strategic role in driving organizational progress and sustainability. Organizational culture encompasses not only superficial aspects but also deeper values, beliefs, and mindsets, which serve as the primary foundation for establishing a conducive organizational climate. In dynamic and uncertain work situations, organizational culture becomes a crucial factor influencing the attitudes and behaviors of organizational

members. Culture, as a result of the social learning process, represents the overall values, norms, and practices shared by organizational members. These values serve as guidelines for determining appropriate and inappropriate behavior, including the implementation of commands and prohibitions. Thus, a strong and positive organizational culture fosters a sense of belonging, emotional attachment, and alignment of individual goals with the organization, ultimately strengthening members' organizational commitment to the organization where they work. These findings confirm that organizational culture serves not only as a behavioral guideline but also as a key glue in maintaining employee engagement with the organization.

3) The Influence of Islamic Leadership on Turnover Intention

Based on the test results above, the research findings confirm the third hypothesis, which states that Islamic Leadership has a negative and significant effect on Turnover Intention. This is evidenced by the path coefficient value of -0.257 , which is negative, indicating a unidirectional relationship between the two variables. Furthermore, the t-statistic value of $3.073 > 1.96$ and the p-value of $0.000 < 0.05$ indicate that this relationship is statistically significant. This indicates that increasing the implementation of Islamic leadership will reduce employee intentions to leave the organization. This is supported by the t-statistic value of 3.073 and the p-value of 0.002 .

The negative influence of Islamic leadership on turnover intention is evident in the decline in indicators of the desire to seek other employment and the desire to leave the company. Islamic leadership, which emphasizes justice, moral responsibility, and concern for employee welfare, creates a sense of security in the workplace. This condition directly reduces employee intentions to leave the organization. The results of this study are supported by previous research conducted by Octora & Rimadiaz (2025). Conceptually, Islamic leadership creates a fair, transparent, and humane work environment. Leaders who behave fairly and responsibly will increase employees' sense of security and job satisfaction, thereby reducing the desire to seek other employment. These findings indicate that a religious-based leadership approach plays a strategic role in reducing turnover intention.

4) The Influence of Organizational Culture on Turnover Intention

Based on the test results above, the research findings confirm the fourth hypothesis in this study, which states that organizational culture does not significantly influence turnover intention. This is evidenced by the path coefficient value of -0.083 , which is negative. Furthermore, the t-statistic value of $0.794 < 1.96$ and the p-value of $0.428 > 0.05$ indicate that this relationship between organizational culture and turnover intention is not statistically significant. Organizational culture, as measured by indicators of innovation, teamwork, attention to religious observance, and target orientation, has not been able to directly suppress turnover intention. This indicates that although cultural values have been implemented, employees have not automatically associated them with the decision to stay or leave the organization. Organizational culture plays a greater role in shaping employees'

internal attitudes before impacting turnover intention.

These findings indicate that organizational culture may not directly suppress employee turnover intentions. This research is supported by research conducted by Irawan (2019), which stated that organizational culture had no significant and negative effect on turnover intention. This is possible because organizational culture plays a greater role in shaping employees' internal attitudes and perceptions, such as organizational commitment, before ultimately impacting actual behavior or turnover intentions. In other words, organizational culture requires an intermediary variable to significantly influence turnover intention.

5) The Influence of Organizational Commitment on Turnover Intention

Based on the test results above, the research findings confirm the fifth hypothesis, which states that organizational commitment has a negative and significant effect on turnover intention. This is evidenced by the path coefficient value of -0.551, which is negative, indicating a unidirectional relationship between the two variables. Furthermore, the t-statistic value of $8.264 > 1.96$ and the p-value of $0.004 < 0.05$ indicate that this relationship is statistically significant. The negative path coefficient indicates that the higher the organizational commitment, the lower the employee's intention to leave the organization.

Organizational commitment negatively influences turnover intention through indicators of emotional attachment, hope, and willingness to maintain membership in the organization. Employees who have strong emotional bonds and loyalty tend to have no desire to look for other jobs. Thus, increasing organizational commitment directly reduces employee turnover intention. The results of this study are supported by research conducted by Sari et al., (2019). These results indicate that organizational commitment reflects emotional attachment, loyalty, and employee willingness to remain in the organization. Employees with a high level of commitment tend to have a strong sense of responsibility and loyalty, resulting in a lower desire to leave work. These findings confirm the important role of organizational commitment as a key factor in controlling turnover intention.

6) The Influence of Islamic Leadership on Turnover Intention with Organizational Commitment as a Mediating Variable

The sixth hypothesis states that Islamic Leadership influences Turnover Intention with Organizational Commitment as a mediating variable. Based on the test results, the original sample obtained -0.132 which means a negative influence with a t-statistic value of 3.875 (> 1.96) and a p-value of 0.000 (< 0.05), which indicates that the indirect influence between Islamic Leadership on Turnover Intention through Organizational Commitment is statistically significant.

The indirect effect of Islamic Leadership on Turnover Intention occurs through increased organizational commitment, particularly on indicators of emotional bonding and hope factors. Islamic leadership encourages employees to feel valued and have a moral

responsibility towards the organization. This condition strengthens employee commitment, thus decreasing the desire to leave the organization. This finding indicates that the negative indirect effect indicates that Islamic Leadership reduces Turnover Intention through increasing organizational commitment. This finding indicates that Islamic leadership not only has a direct impact on suppressing employee turnover intentions but also works indirectly by first strengthening organizational commitment. With increased commitment, employees become more loyal and have a stronger emotional attachment to the organization, thus decreasing Turnover Intention.

7) The Influence of Organizational Culture on Turnover Intention with Organizational Commitment as a Mediating Variable

The seventh hypothesis states that Organizational Culture influences Turnover Intention with Organizational Commitment as a mediating variable. Based on the test results, the original sample obtained -0.291 which means a negative influence with a t-statistic value of 6.146 (> 1.96) and a p-value of 0.000 (< 0.05), which indicates that the indirect influence between Organizational Culture on Turnover Intention through Organizational Commitment is statistically significant. The magnitude of the indirect influence coefficient indicates that organizational culture plays an important role in reducing Turnover Intention through the formation of organizational commitment.

Organizational culture indirectly influences turnover intention through organizational commitment, which is formed by indicators of teamwork, value orientation, and goal alignment. A positive work culture increases employees' sense of belonging and emotional attachment to the organization. This organizational commitment then plays a major role in suppressing turnover intention. These results confirm that organizational culture does not directly influence employee turnover intention, but through increased organizational commitment. A strong and positive work culture will increase employee belonging and loyalty, which ultimately reduces turnover intention. Thus, organizational commitment serves as the main mechanism that bridges the influence of organizational culture on employee turnover intention.

4. Conclusion

Based on the results obtained from the research that has been conducted, the discussion and the relevance of the background to the research objectives, the following conclusions can be drawn: *Islamic Leadership* proven to have a positive and significant influence on organizational commitment. This shows that Implementing leadership based on Islamic values such as justice, trustworthiness, exemplary behavior, and moral responsibility can foster emotional attachment, loyalty, and employee willingness to continue contributing to the organization. The stronger the internalization of Islamic leadership values in leadership behavior, the higher the perceived organizational commitment among employees. Organizational culture has been proven to have a positive and significant influence on organizational commitment. This

shows that A strong, consistent, and shared organizational culture that is shared by all members of the organization can create a sense of belonging and increase alignment between individual and organizational values. An organizational culture that supports collaboration, value clarity, and a conducive work environment encourages employees to demonstrate a higher level of commitment to the organization. *Islamic Leadership* proven to have a negative and significant effect on Turnover Intention. This shows that Leadership that prioritizes spiritual values, ethics, and concern for employees can reduce employees' desire to leave the organization. Fair and trustworthy leaders create a sense of psychological safety and trust, so employees feel valued and are less likely to seek employment outside the organization. Organizational culture has been shown to have no significant effect on turnover intention. This indicates that The existence of organizational culture alone is not strong enough to directly influence employees' decisions to leave the organization. Other factors, such as leadership, job satisfaction, or organizational commitment, are thought to play a more dominant role in determining turnover intention, so organizational culture functions more indirectly. Organizational Commitment has been shown to have a negative and significant effect on Turnover Intention. This indicates that The higher an employee's level of commitment to an organization, the lower their desire to leave. Employees who feel emotionally attached and responsible for the organization tend to stay despite facing work challenges. *Islamic Leadership* proven to have a negative and significant effect on Turnover Intention with Organizational Commitment as a mediating variable. This shows that *Islamic Leadership* Islamic values-based leadership not only reduces turnover intention directly but also indirectly by increasing organizational commitment. Islamic values-based leadership strengthens employee commitment, which in turn serves as a key mechanism in suppressing turnover intentions. Organizational culture has been shown to have a negative and significant effect on turnover intention, with organizational commitment as a mediating variable. This indicates that New organizational culture has an impact on reducing turnover intention when it is able to increase organizational commitment first. In other words, organizational commitment acts as a mediating variable that bridges the influence of organizational culture on employee turnover intentions.

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