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The Influence of Digital Transformational Leadership, Employee Engagement, and Pay Satisfaction on Turnover Intention with Organizational Commitment as a Mediating Variable in the Sales Team at PT. XSR

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Abstract

This study aims to analyze the influence of Digital Transformational Leadership on Employee Engagement, Pay Satisfaction, and Organizational Commitment, and its implications for Turnover Intention among the sales team at the automotive company PT XSR in the Bogor and Depok areas. The increasingly competitive dynamics of the automotive industry require leaders to integrate digital transformation into their leadership to increase employee engagement, satisfaction, and loyalty to the organization. The research method uses a quantitative approach with a survey technique. Data were collected from 249 respondents using G-Form, who are members of the dealership sales team at PT XSR. The analysis of the relationship between latent variables was carried out using SmartPLS (Partial Least Squares), with tests including a measurement model (outer model) and a structural model (inner model). The results show that Digital Transformational Leadership has a significant positive effect on Employee Engagement, Pay Satisfaction, and Organizational Commitment. Furthermore, Employee Engagement and Pay Satisfaction have been shown to increase Organizational Commitment. Organizational Commitment plays a mediating role that reduces Turnover Intention among the sales team. These findings indicate that digital-based transformational leadership, supported by satisfaction with compensation and employee engagement can strengthen organizational commitment, thereby reducing tendencies toward employee turnover. Practically, this study implies that automotive companies need to strengthen digital leadership competencies, create fair compensation systems, and develop strategies to enhance employee engagement to retain sales talent in the digital era. Academically, this study extends the literature on the relationships among digital transformational leadership, employee psychological factors, and work behavior in the automotive sector.

Keywords: *Transformational Leadership Employee Engagement, Pay Satisfaction, Turnover Intention Organizational Commitment, SmartPLS*

Introduction

Indonesia is among the countries with the highest motorcycle user population in the world. According to data from the World Population Review, Indonesia has 112 million motorcycles, and the total worldwide number of motorcycles is 600 million in 2023 (Nasifah, 2024). This shows that 18.6% of the world's motorcycles are in Indonesia. This number is also supported by the growth of the motor vehicle industry, as the Indonesian Motorcycle Industry Association (AISI) reported that the motorcycle market in Indonesia grew by 3.1 percent (Rochman, 2024). The total number of motorcycle sales during 2024 will reach 6.3 million units (Safir, 2025).

According to research by Power Systems Research (PSR), the global motorcycle market is estimated at $144.1 billion in 2024, with a compound annual growth rate (CAGR) of 8.1% from 2024 to 2033, reaching $288.46 billion by 2033. The positive growth of the motorcycle industry certainly provides a positive stimulus for managerial parties in the automotive industry, but it also indirectly creates a competitive environment for market share, leading to a number of obstacles that must be resolved. One of them is the number of new motorcycle brands that have entered to compete in the Indonesian market, such as, for example, in 2023, there are six new brands, namely Scomadi, Greentech, Kool EV, SMEV, Savart, and Dhelvic (Radityasani & Kurniawan, 2023), as well as VMove, ZPT, and Horwin Inc., which will enter Indonesia in 2024 (Kurniawan, 2024).

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Currently, the Honda brand dominates the two-wheeled motorcycle market in Indonesia with total sales reaching 4.9 million units by 2024. (Rajendra, 2025). The total sales represent 78% of the motor vehicle market share in Indonesia. With pressure from competitors, it is important for PT. XSR aims to achieve sales targets to capture a wide market share in Indonesia.

High turnover can have a negative impact, including increased costs from recruiting and training new employees. The second impact is when trained employees leave the organization. Thus, it can be concluded that the company is losing a workforce with higher competencies and skills than newly hired employees. The expertise of senior employees is, of course, often considered more likely to lead to superior sales performance. In addition, a high level of turnover can negatively affect the company, leading to labor imbalances and increased costs in human resource management.

This challenge is further aggravated by the ongoing evolution of technology, which continues to improve its effectiveness in protecting consumers. The use of internal dealer systems, such as the MYYM system, YAS, and E-Catalogue System, is a strategic innovation developed by PT. XSR to improve the effectiveness and efficiency of the sales process and after-sales service. This system not only serves as a digital platform for managing consumer data, but also as a means of communication and interaction between the Company/dealer and customers. Therefore, the sales team must be able to explain and use the system optimally so that work can be completed more directly, faster, and in accordance with the expected service standards.

The existence of this modern system reflects the company's efforts to build consumer trust through transparent, responsive, and technology-based services. With integrated information, such as purchase history, maintenance schedules, and loyalty programs, consumers receive a more personalized and sustainable service experience. This strategy is ultimately expected to be able to create long-term customer loyalty, which is in line with the company's vision to realize the concept of "Lifetime Customer." Thus, implementing MYYM not only provides operational benefits for the company but also has significant implications for the formation of long-term relationships between the company and its consumers.

This study aims to identify and analyze various influences in PT. XSR Bogor and Depok branches. Specifically, this study aims to determine whether Digital Transformational Leadership has a positive impact on Organizational Commitment and Employee Engagement, and whether it has a negative impact on employee Turnover Intention. This study also aims to find out whether Employee Engagement has a positive effect on Organizational Commitment and a negative effect on Turnover Intention. In addition, this study aims to test whether Organizational Commitment negatively influences Turnover Intention. This study also examines whether Pay Satisfaction has a positive effect on Organizational Commitment and a negative effect on Turnover Intention among employees at PT. XSR Bogor and Depok branches.

Methods

Research Object

The object of this research is an element or phenomenon that is determined by the researcher as the focus of the study to be analyzed in depth in order to obtain answers to the formulation of the research problem (Hair et al., 2022; Mulyana et al., 2024). According to Candra et al. (2021), a variable is something that can be measured and assessed. In general, the variables in the study can be categorized into four main types, namely dependent, independent, moderate, and mediator variables (Candra et al., 2021; Hair et al., 2022; Hirose & Creswell, 2023). In the context of this study, independent variables consist of Digital Transformational Leadership, Employee Engagement, and Pay Satisfaction. Meanwhile, the mediating variable in this study is Organizational Commitment, and the dependent variable that is the main focus of the study is Turnover Intention.

Unit of Analysis and Research Subject

The unit of research analysis refers to the level or unit that is the center of attention in data collection and analysis. (Bougie & Sekaran, 2020). The selection of analysis units must reflect the suitability of the research objectives and problems to be answered. (Hirose & Creswell, 2023). The selection of the right unit of analysis will ensure that the data collected can provide relevant and academically accountable answers. The unit of analysis itself can be at various levels, ranging from individuals, groups, divisions or an organization that is the main subject in this study. (Bougie & Sekaran, 2020). In this study, the unit of analysis used was individuals, namely employees who work in

the sales team at PT. XSR. Each data is collected individually, then processed into aggregate information that is in accordance with the focus and purpose of the research.

Research Type

This research was carried out with a quantitative approach. Quantitative research is a type of research that is carried out in a systematic, planned, and structured manner from the design stage to implementation, with the main characteristics of the use of numerical data in the collection, analysis, and presentation of results (Candra et al., 2021). Through statistical methods, this approach allows for objective data analysis to draw conclusions based on the results of the measurements made (Bougie & Sekaran, 2020). In addition, the quantitative approach is seen as a confirmative and deductive approach, because it tests hypotheses derived from existing theories through the collection and analysis of empirical data, thus allowing researchers to confirm the compatibility between theories and existing reality scientifically (Candra et al., 2021).

This research was conducted by means of surveys as the main method in data collection. The selection of this method is based on its effectiveness in obtaining information from a sizable population in a relatively short period of time. (Moradi & Møller-Skau, 2025) Data collection will be carried out in April 2025, using questionnaires as the main instrument. The questionnaire was designed to measure the elements that have been determined in this study, with a measurement scale that is adjusted to be statistically analyzed. After the data is collected, it is then analyzed using appropriate statistical methods (Priadana & Sunarsi, 2021).

Population and Sample

In the context of research, a population is a collection of individuals, events, or objects that have certain characteristics and are the main target of research (Bougie & Sekaran, 2020; Hair et al., 2022; Ullah & Ali, 2025). A population is the entire unit that is the subject of research, whether in the form of individuals, organizations, or specific phenomena, that are used to draw conclusions scientifically (Candra et al., 2021). The population determined in this study is all employees of the Sales Dealer Team at PT. XSR which has 306 employees. According to demographic groups (Giang et al., 2024).

Samples are part of the population that is used as a representative in the process of collecting and analyzing research data, consisting of a number of individuals taken from the population. (Candra et al., 2021). By examining the samples, researchers can draw conclusions that apply generally to the broader population (Bougie & Sekaran, 2020; Hair et al., 2022). According to Hirose & Creswell (2023), sample selection in quantitative research must be carried out with a structured and standardized method so that the data obtained can be used to validly test hypotheses.

Sampling Methods

This study uses a non-probability sampling method, which is a sampling technique in which each individual in the population does not have the same opportunity to be selected as a respondent. (Bougie & Sekaran, 2020). This study applies the purposive sampling technique, which is a method of selecting samples based on certain criteria that are considered relevant to the purpose of the research. In other words, samples were only taken from a group of individuals who were eligible or had the information needed for the study (Candra et al., 2021).

The population in this study includes all active employees at related dealers at PT. XSR. Criteria in purposive sampling include:

1. Employees have worked at PT. XSR for a minimum of one year.
2. Are employees of the sales team
3. Be in the age range of 18–55 years
4. Status as an active employee at the time of the research
5. Employees are willing to participate in filling out the questionnaire and be in good health during the data collection process

The selection of respondents based on these criteria is expected to produce accurate and relevant data, thereby supporting the achievement of research objectives optimally.

Data Collection Methods

The data used in this study is divided into two main types, namely primary data and secondary data. Primary data is obtained directly from respondents through methods such as interviews, surveys, or questionnaire distribution. Meanwhile, secondary data is sourced from previously available materials, such as scientific journals, research reports, and official publications. (Bougie & Sekaran, 2020). Data collection in this study was carried out by giving a questionnaire directly to respondents through Google Form, so that the data obtained included primary data.

In this study, the main data was collected directly from respondents using questionnaires that were shared online. Before dissemination, respondents who fit the research criteria were first identified. After that, the questionnaire link is shared using Google Form. The questionnaire is equipped with clear guidelines to make it easier for respondents to fill out. The data obtained will then be further calculated using the PLS-SEM method.

In this study, secondary data was obtained from various sources such as literature, journals, books, and other written documents. This data is not collected directly from the field, but is used as a reference to support the preparation of theoretical frameworks and the development of research hypotheses. In addition, secondary data also helps provide relevant information regarding the background and context of the topic being researched.

Data Analysis Methods

This research uses a quantitative approach, with the data collected to be analyzed through certain statistical methods. Data analysis includes the use of descriptive and inferential statistics. The first step is to analyze the descriptive data to see the demographic distribution of the respondents as well as the variables measured. Therefore, validity and reliability tests were carried out to ensure the consistency and reliability of the research instruments. The reliability test was conducted using Cronbach's Alpha count, which aims to assess the internal consistency of the questionnaire used in this study.

Results and Discussion

Analysis Results

In this study, the researcher used the Partial Least Square - Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS 4 software to analyze the data. The analysis process is carried out through two main stages, namely outer model analysis and inner model. In the outer model stage, an evaluation is carried out on the validity and reliability of the measured construct, to ensure that the research instrument is able to represent the variables accurately and consistently. indicators applied in the research. Meanwhile, in the second stage, the inner model analysis is used to predict the cause-and-effect relationship between variables in the research model.

Based on the two stages of analysis, the test results can be observed in the following outputs, which show the results of the validity, reliability, and relationships between the variables tested in this study.

Outer Model

Ghozali (2021) explained that the outer model test aims to measure validity using convergent validity and discriminant validity, as well as to assess the reliability of the model with reference to Composite Reliability and Cronbach's alpha. In this study, data analysis was made using SmartPLS version 4.1.1.5. The following are the results of the outer model test depicted in figure 1.

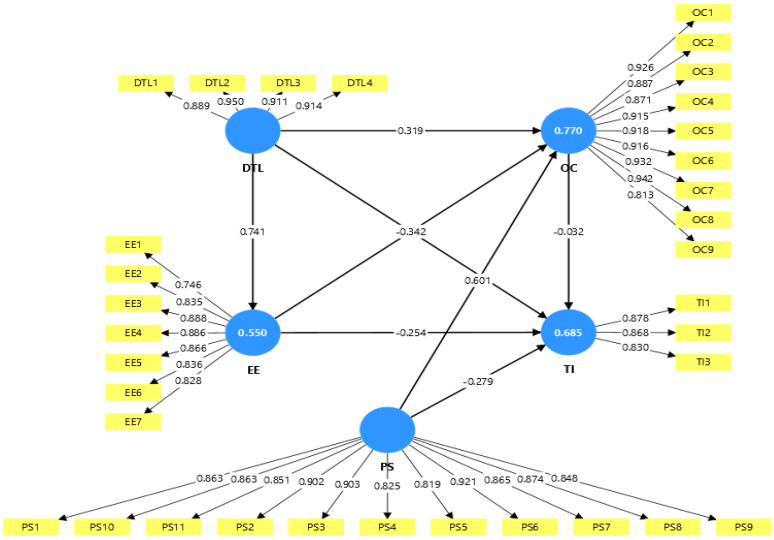

Figure 1. Results of the outer model algorithm

Source: Results of PLS-SEM data processing with Smart PLS 4.1.1.5 (2025).

Validitas Convergence

Convergent validity testing is carried out by assessing each construct indicator. Hair et al. (2022) explained that an indicator can be considered valid if it has ≥ indicator loadings of 0.70. In addition, in convergent validity testing, average variance extracted (AVE) was also measured. AVE testing aims to assess the extent to which a construct can describe the variation of its indicators, taking into account the error rate that exists. The AVE value is considered more significant than composite reliability, and the minimum recommended value for AVE is 0.50. The following are the outer loading and AVE values for each indicator based on the test results using SmartPLS version 4.1.1.5:

Table 2 Convergent validity test results

Variabel	Code	Loading Factor	AVE	Information
Digital Transformational Leadership	**DTL1**	0,889	0,844	**Valid**
	DTL2	0,950		**Valid**
	DTL3	0,911		**Valid**
	DTL4	0,914		**Valid**
Employee Engagement	**EE1**	0,746	0,670	**Valid**
	EE2	0,835		**Valid**
	EE3	0,888		**Valid**
	EE4	0,886		**Valid**
	EE5	0,866		**Valid**
	EE6	0,836		**Valid**
	EE7	0,828		**Valid**
Pay Satisfaction	**PS1**	0,863	0,751	**Valid**
	PS2	0,902		**Valid**
	PS3	0,903		**Valid**

Variabel	Code	Loading Factor	AVE	Information
	PS4	0,825		**Valid**
	PS5	0,819		**Valid**
	PS6	0,921		**Valid**
	PS7	0,865		**Valid**
	PS8	0,874		**Valid**
	PS9	0,848		**Valid**
	PS10	0,863		**Valid**
	PS11	0,851		**Valid**
Organizational Commitment	**OC1**	0,926	0,804	**Valid**
	OC2	0,887		**Valid**
	OC3	0,871		**Valid**
	OC4	0,915		**Valid**
	OC5	0,918		**Valid**
	OC6	0,916		**Valid**
	OC7	0,932		**Valid**
	OC8	0,942		**Valid**
	OC9	0,813		**Valid**
Turnover Intention	**TI1**	0,878	0,718	**Valid**
	TI2	0,868		**Valid**
	TI3	0,830		**Valid**

Discriminatory Validity

Discriminant validity is calculated using the HTMT (Heterotrait-Monotrait Ratio) value. This validity aims to calculate the extent to which each construct can be clearly distinguished from other constructs in the research model. HTMT measures the relationship between indicators that are in different constructs (heterotrait-heteromethod) and compares them with the relationships between indicators that measure the same construct (monotrait-monotrait). According to Hair et al. (2022), if the HTMT value is below 0.90, then the relationship between constructs is considered valid. Thus, an HTMT lower than 0.90 makes it clear that discriminant validity has been achieved, which means that there is no significant overlap between the constructs. The following are the HTMT results obtained from data processing using SmartPLS 4.1.1.5:

Table 3 Heterotrait-single-trait ratio (HTMT)

Variable	Heterotrait-monotrait ratio (HTMT)
EE <-> DTL	0,789
OC <-> DTL	0,812
OC <-> EE	0,744
PS <-> DTL	0,780
PS <-> LO	0,805
PS <-> OC	0,872
TI <-> DTL	0,862
TI <-> EE	0,846
TI <-> OC	0,792
TI <-> PS	0,839

Source: Data Processing Output (2025)

Based on the results listed in Table 3, the HTMT (Heterotrait-Monotrait Ratio) value for all relationships between variables shows results below 0.901. The results of this finding are illustrated that the research model has met the requirements for discriminatory validity. In other words, each

construct in the model has significantly different characteristics, and the indicators used successfully describe the measured construct accurately.

Reliability

To ensure that the calculation instruments in this study are free from problems, the final stage in the evaluation of the outer model is reliability testing. The reliability test was carried out using two main indicators, namely Composite Reliability and Cronbach's Alpha. A latent variable is declared reliable if the Composite Reliability and Cronbach's Alpha values reach or exceed ≥ 0.70. So the construct is considered to have accurate reliability. In other words, the questionnaire used in this study can be considered consistent and stable in measuring the construct in question. The following are the results of the Composite Reliability and Cronbach's Alpha tests obtained with SmartPLS 4.1.1.5:

Table 4 Result uji composite reliability and cronbach's alpha

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Information
Digital Transformational Leadership	0,963	0,833	0,894	Reliable
Employee Engagement	0,931	0,935	0,944	Reliable
Organizational Commitment	0,971	0,938	0,954	Reliable
Pay Satisfaction	0,967	0,968	0,971	Reliable
Turnover Intention	0,823	0,833	0,894	Reliable

Source: Data Processing Output (2025)

Based on the results shown in Table 4.14, the Composite Reliability and Cronbach's Alpha tests conducted using the SmartPLS 4.1.1.5 program showed that all latent variables met the established criteria. Each latent variable yielded a Composite Reliability value and Cronbach's Alpha ≥ 0.70, indicating that all constructs in this study had good reliability.

Inner Model

After the model is declared feasible based on the results of the external model evaluation, the next step is to make an internal model test to analyze the relationship between independent variables and dependent variables in the research model. The testing stages on this structural model are carried out through several procedures to evaluate the strength and significance of the relationship between variables. Here are the test results for the inner model:

R-Square Test (R2)

The R-square test is intended to analyze how far independent variables can affect dependent variables in this research model. Since the model used for the study involved more than one independent variable, R-square adjusted was used to obtain more accurate results. If the R-square value is small, it shows that the independent variables in the model cannot predict the dependent variables, or that the variation of the independent variables described is still limited. Conversely, if the R-square value is close to one, this indicates that independent variables are already quite effective in predicting dependent variables (Hair et al., 2022). The following are the results of the R-square test in this study: The results of the R-square (R^2) test show that the research model has good explanatory ability with an R^2 value which is generally in the moderate to strong category. The Organizational Commitment construct is the most optimal variable explained by independent variables, while Employee Engagement and Turnover Intention also show quite strong explanations. Thus, the structural model has adequate predictive power according to the criteria of Hair et al. (2022).

Table 5 R-square *(R2)* value test results

Variable	R-square	R-square adjusted
Employee Engagement	0,550	0,548
Organizational Commitmet	0,770	0,767
Turnover Intention	0,685	0,679

Source: Data Processing Output (2025)

Effect Size

The purpose of the effect size or f-square test in this study was to evaluate the change in the value of R^2 when one of the independent variables was removed from the model. In simple terms, according to Cohen quoted in Hair et al. (2022), the f-square value can be classified into three categories: small effects (≥ 0.02), medium effects (≥ 0.15), and large effects (≥ 0.35). An f-square value smaller than 0.02 indicates that the variable has a negligible impact on the dependent variable in the model. Based on these criteria, the results of the f-square test will show the extent to which each independent variable contributes to the variation described by the model. And these are the results of the f-square test in this study: The findings of the F-Square (F^2) test show that the Digital Transformational Leadership and Pay Satisfaction constructs have a significant contribution to other variables in the research model. On the other hand, the constructs of Employee Engagement, Organizational Commitment, and Turnover Intention show a relatively low level of influence among each other, so additional approaches or the use of mediation variables are needed to provide a more in-depth and comprehensive explanation of the relationship between these variables.

Table 6 F-Square (F2) test results

Variable	DTL	EE	OC	PS	TI
Digital Transformational Leadership		**1,220**	**0.167**		0.120
Employee Engagement			0.004		0.071
Organizational Commitment					0.001
Pay Satisfaction			**0.538**		0.055
Turnover Intention					

Source: Data Processing Output (2025)

Predictive Relevance Test (Q2)

The predictive relevance test aims to measure the competence of the research model in providing accurate predictions of data that are not included in the research sample. A Q^2 value greater than 0 indicates that the model has good predictive competence. Conversely, a Q^2 value of less than 0 indicates that the model cannot provide a good prediction of data outside the study sample (Hair et al., 2022). Q^2 can be categorized as follows: $Q^2 \geq 0.02$ for small predictive relevance, $Q^2 \geq 0.15$ for medium predictive relevance, and $Q^2 \geq 0.35$ for large predictive relevance, which means the model is excellent at predicting dependent variables.

The following are the results of the predictive relevance test conducted using SmartPLS PLSpredict/CVPAT test both with fixed seeds and random seeds, as well as the number of folds of 10 and repetition of 10 in this study:

Table 7 Predictive relevance test results

Variable	Q^2predict *(fixed seed)*	Q^2predict *(random seed)*
EE1	0,205	0,205
EE2	0,377	0,378
EE3	0,512	0,513
EE4	0,384	0,384
EE5	0,408	0,408

EE6	0,414	0,415
EE7	0,392	0,393
OC1	0,684	0,685
OC2	0,638	0,638
OC3	0,534	0,535
OC4	0,607	0,608
OC5	0,683	0,684
OC6	0,601	0,602
OC7	0,583	0,584
OC8	0,604	0,604
OC9	0,713	0,713
TI1	0,574	0,574
TI2	0,494	0,493
TI3	0,355	0,353

Based on the data shown in Table 7, the results of the Q^2 predict test show good predictive capabilities of this research model. A Q^2 value greater than 0 indicates that the model can predict dependent variables quite well, either using fixed seed or random seed, with most indicators having a Q^2 value that indicates moderate to large predictive relevance.

Collinearity Test

This collinearity test was made to find out the extent of the correlation between latent variables in a research model. The ideal model should not experience the problem of multicollinearity. One of the commonly used methods to test the presence of multicollinearity in regression analysis is through the calculation of the Variance Inflation Factor (VIF) value. (Hair et al., 2022).

Table 8 Colinarity Test Results (VIF)

Variable	DTL	EE	OC	PS	TI
Digital Transformational Leadership		1,000	2,663		3,106
Employee Engagement			2.894		2,895
Organizational Commitment					4,352
Pay Satisfaction			2,926		4,500
Turnover Intention					

Source: Data Processing Output (2025)

Based on the results of the collinearity test seen in Table 4.18, it can be seen that all VIF values are in the range between 1,000 and 4,500. According to Hair et al. (2022), the ideal VIF value should be less than 5. Therefore, it can be concluded that there is no problem of multicollinearity in the latent variables created in this study model.

Hypothesis Test

The hypothesis testing in this study is intended to test whether the proposed hypothesis can be supported or not. The test was carried out by comparing the path coefficient values produced through analysis of the hypothetical direction and strength of the relationship. This analysis used the Partial-Least-Squares Structural Equation Modeling (PLS-SEM) approach through a bootstrapping procedure with 5,000 sub-samples, as well as a one-tailed test of T-statistics ≥ 1,645 at a significance level of 5% ($\alpha = 0.05$). This study tested the hypothesis both directly and indirectly. This data is the result of a direct hypothesis test:

Table 9 Direct hypothesis test results

Hypothesis	P-values	T statistics	*Standardized Path Coefficient*	Confidence Interval (CI)		Results
				5%	95%	
H1: Digital *Transformational Leadership* has a positive effect on *Organization Commitment*	0.000	4,845	0,319	0,209	0,427	**Supported**
H2: *Digital Transformational Leadership* has a positive effect on *Employee Engagement*	0.000	30,895	0,741	0.702	0.780	**Supported**
H3: *Digital Transformational Leadership* has a negative effect on *Turnover Intention*	0.000	4,499	-0,342	-0,465	-0,215	**Supported**
H4: *Employee Engagement* has a positive effect on *Organization Commitment*	0.387	0,287	0,015	-0,066	0,104	**No Supported**
H5: *Employee Engagement* Negatively Affects *Turnover Intention*	0.000	3,857	-0,254	-0,360	-0.145	**Supported**
H6: *Organizational Commitment* has a negative effect on *Turnover Intention*	0.358	0,363	-0,032	-0,182	0.109	**No Supported**
H7: *Pay Satisfaction* has a positive effect on *Organizational Commitment*	0.000	9,764	0,601	0,496	0,699	**Supported**
H8: *Pay Satisfaction* has a negative effect on *Turnover Intention*	0.000	3,308	-0,279	-0,411	-0,135	**Supported**

Source: Data Processing Output (2025)

Based on the results of the analysis shown in Table 4.19, it can be concluded that 6 hypotheses are supported: H1, H2, H3, H5, H7, H8. 2 Hypotheses not supported: H4, H6. This means that the *variables Digital Transformational Leadership (DTL)* and *Pay Satisfaction* (PS) have a strong and significant influence on the model, while *Employee Engagement* → OC and *Organizational Commitment* → IT are not supported have a positive influence.

Pengaruh Digital Transformational Leadership terhadap Employee Engagement

Analysis of the second hypothesis shows that Digital Transformational Leadership (DTL) has a significant positive impact on Employee Engagement (EE). The results of the analysis produced a path coefficient value of 0.788, with a T-statistic of 30.895 and a p-value of 0.000. This statistical T-value far exceeds the minimum limit of 1.645 and the p-value < 0.05, so it is concluded that this influence is statistically significant.

The high coefficient and positive value shows that the higher the implementation of Digital Transformational Leadership in PT. XSR, the stronger the Employee Engagement formed in the organization. Several studies have also found a positive influence of Digital Transformational

Leadership on Employee Engagement (Firmansyah et al., 2022; Salman et al., 2024; Sofiati et al., 2022; Sulistiasih et al., 2024; Xie, 2020).

The Influence of Digital Transformational Leadership on Turnover Intention

Testing of the third hypothesis was carried out to determine the influence of Digital Transformational Leadership (DTL) on Turnover Intention (IT). Based on the results of the analysis using the bootstrapping method on the PLS-SEM approach, a path coefficient value of -0.342 was obtained, with a T-statistical value of 4.499 and a p-value of 0.000. Since the statistical T-value exceeded the minimum limit of 1.645 (for a one-way test at $\alpha = 0.05$) and the p-value was below 0.05, it can be identified that the impact is statistically significant.

The direction of the negative coefficient shows that the higher the implementation of digital transformational leadership in the organization, the lower the level of employee desire to leave the organization (turnover intention). In other words, employees who feel transformational leadership in the form of technology application and innovation in the workplace tend to be more engaged and motivated to show their loyalty to the company. Several studies have also found the negative influence of Digital Transformational Leadership on Turnover Intention (Ha et al., 2024; Li et al., 2021; Manoppo, 2020; Ru & Ibrahim, 2024; Sobaih et al., 2022; Xiong et al., 2023; Yücel, 2021).

The Influence of Employee Engagement on Organizational Commitment

The fourth hypothesis in this study is intended to test whether Employee Engagement (EE) has an impact on Organizational Commitment (OC). The results of the analysis showed that there was a positive relationship direction (the higher the EE, the higher the OC, the more likely it was to increase), but the number was very small (close to 0) → the effect was almost non-existent. , with a path coefficient of 0.015, a T-statistic of 2.787, and a p-value of 0.387. This value is well below the significant limit (≥1.96 for a 95% CI). This means that the relationship found is not strong enough to be called significant, namely $T \geq 1.645$ and $P \geq 0.05$, so the hypothesis is declared unsupported.

High Employee Engagement (e.g. enthusiasm, engagement, work ethic) does not guarantee that employees will have organizational commitment (loyalty, sense of belonging, or desire to stay in the organization). Other factors such as Digital Transformational Leadership (DTL) or Pay Satisfaction (PS) may play a greater role in building commitment than engagement alone. This finding is consistent with various previous studies that confirm that Organizational Commitment is one of the main determinants in reducing Turnover Intention. Among them, research carried out by (Ampofo & Karatepe, 2022; Do et al., 2023; Rawashdeh & Tamimi, 2020; Redondo et al., 2021; Albanchez et al., 2021, 2022; Zhu et al., 2022).

The Effect of Employee Engagement on Turnover Intention

The fifth hypothesis in this study aims to test whether Employee Engagement (EE) has an impact on Turnover Intention (IT). The results of the analysis show that Employee Engagement has a significant negative impact on Turnover Intention, with a path coefficient of -0.253, a T-statistic of 3.857, and a p-value of 0.000. Since the T-value of statistics exceeds the minimum threshold of 1.645 and the p-value < 0.05, this hypothesis is statistically supported.

Negative influence direction displays that the higher the Employee Engagement, the lower the Turnover Intention. So, the employee's attachment to his or her job decreases the intention to leave the organization. If employees have a high level of engagement (passion, dedication, enthusiasm for work), then their tendency to leave the organization is reduced. Engagement serves as an employee retention factor.

This approach is in line with three theories regarding Employee engagement and Turnover intention. First, Social Exchange Theory (SET) Employees who feel engaged tend to feel a positive reciprocal relationship with the organization. They receive support, recognition, and growth opportunities in return, they show loyalty and lower exit intentions. Second, the Job Demands-Resources Model (JD-R Model) Engagement increases when work resources (supervisor support, autonomy, feedback, rewards) are balanced with job demands. High engagement creates positive energy, reduces stress, and reduces turnover intention. Third, Affective Commitment Theory Engagement fosters emotional attachment to work and organization. When individuals feel emotionally attached, the desire to leave the organization becomes low. research carried out by (Kim, H., & Kao, K. 2020; Park, Y., & Johnson, K. R. 2022; Nguyen, T. H., & Nguyen, L. D. 2023).

The Effect of Organization Commitment on Turnover Intention

The sixth hypothesis of the intention in this study is to analyze whether Organizational Commitment (OC) has an impact on Turnover Intention (IT). The results of the analysis showed that there was a significant negative impact between the two variables, with a path coefficient of -0.032, a T-statistic of 0.363, and a p-value of 0.358. This value meets the criteria of statistical significance in the one-way test, namely T 0.363 < 1.64 and P > 0.05, This number indicates the direction of the negative relationship: theoretically, the higher the organizational commitment, the lower the turnover intention. However, the value is very small (almost zero), meaning that the effect is practically meaningless, so the hypothesis is declared unsupported.

A negative coefficient direction indicates that the higher the level of commitment of employees to the organization, the lower their tendency to leave the organization. In other words, a strong organizational commitment both affective, continuance, and normative acts as a retention force that makes employees more motivated to survive and contribute in the long term.

The Effect of Pay Satisfaction on Organizational Commitment

The seventh hypothesis in this study is intended to test whether Pay Satisfaction (PS) has an impact on Organizational Commitment (OC). The results of the analysis showed that PS had a very significant positive influence on OC, with a path coefficient of 0.601, a T-statistic of 9.764, and a p-value of 0.000. This value shows that the influence found is statistically strong, as the T-statistic far exceeds the threshold of 1.645.

These findings indicate that a strengthening work environment plays a big role in shaping employee loyalty and commitment to the organization. Support from supervisory relationships, support from colleagues (peer group interaction), and a positive work climate (perceived climate) foster a sense of appreciation and involvement. This creates an emotional attachment that is the foundation of a long-term commitment.

Within the framework of Social Exchange Theory (SET), this relationship reflects the principle of two-way interactive, where when an organization provides emotional and structural support to employees, employees will reciprocate by showing that individuals have greater commitment and loyalty to the organization.

Importance Performance Map Analysis (IPMA)

After conducting the hypothesis test, the next step is to conduct an Importance Performance Map Analysis (IPMA). This method is used to evaluate two main aspects of constructs in the research model, namely importance and performance. IPMA aims to observe areas that require further focus, by mapping the total influence (importance) of each construct on turnover intention, and comparing it with the actual performance of the construct. This is as explained by Hair et al. (2022).

Importance refers to the level of importance of a construct to respondents, which reflects the priority given by employees to that attribute in the context of Turnover Intention. Meanwhile, performance measures how well the construct functions in reality, based on respondents' perception of meeting their expectations.

Discussion

The first hypothesis in this study tests the influence of Digital Transformational Leadership (DTL) on Organizational Commitment (OC). Based on the analysis, the path coefficient was 0.319, with a T-statistic of 4.845 and a p-value of 0.000. A statistical T-value exceeding 1.645 and a p-value well below 0.05 indicate that this impact is positive and statistically significant. These results indicate that the higher the implementation of Digital Transformational Leadership in the organization, the higher the level of employee commitment to the organization.

Testing the second hypothesis shows that Digital Transformational Leadership (DTL) has a significant positive impact on Employee Engagement (EE). The analysis results yield a path coefficient of 0.788, a T-statistic of 30.895, and a p-value of 0.000. The T-statistic value exceeds the minimum limit of 1.645 and the p-value is <0.05, indicating that this impact is statistically significant. A high, positive coefficient indicates that the greater the implementation of Digital Transformational Leadership at PT. XSR: the stronger the Employee Engagement within the organization. Several studies have also found a positive influence of Digital Transformational Leadership on Employee Engagement.

The third hypothesis is carried out to determine the influence of Digital Transformational Leadership (DTL) on Turnover Intention (IT). Based on the bootstrapping analysis using the PLS-SEM approach, the path coefficient is -0.342, with a statistical T-value of 4.499 and a p-value of 0.000. Since the statistical T-value exceeded the minimum limit of 1.645 (for a one-way test at $\alpha = 0.05$) and the p-value was below 0.05, the results showed that the effect was statistically significant.

The direction of the negative coefficient gives the result that the higher the application of digital transformational leadership in the organization, the lower the level of employee desire to leave the organization (turnover intention). In other words, employees who feel transformational leadership through technology application and innovation in the workplace tend to be more engaged and more motivated to stay in the company. Several studies also found a negative association between Digital Transformational Leadership and Turnover Intention.

The fourth hypothesis in this study tests whether Employee Engagement (EE) affects Organizational Commitment (OC). The results of the analysis showed that there was a positive relationship direction (the higher the EE, the higher the OC, the more likely it was to increase), but the number was very small (close to 0) → the effect was almost non-existent. , with a path coefficient of 0.015, a T-statistic of 2.787, and a p-value of 0.387. This value is well below the threshold for significance (≥1.96 for a 95% CI). This means that the relationship found is not strong enough to be called significant, namely, $T \geq 1.645$ and $P \geq 0.05$, so the hypothesis is declared unsupported. High Employee Engagement (e.g., enthusiasm, engagement, work ethic) does not guarantee that employees will have organizational commitment (loyalty, sense of belonging, or desire to stay in the organization). Other factors, such as Digital Transformational Leadership (DTL) or Pay Satisfaction (PS), may play a greater role in building commitment than engagement alone.

Based on the results of demographics and descriptive questionnaires, its unsupport can be explained by the following conditions:

1. The composition of employees is dominated by the younger generation and the working period is short. Based on descriptive data, 73% of employees have a working period of 1–2 years. This means that they are still in the stage of adaptation and career exploration, so even if they are emotionally engaged or actively engaged in work, they do not necessarily have a long-term commitment to the company.
2. A high turnover rate indicates that emotional attachment is not stable. Although engagement is high in the aspect of "work enthusiasm" or "enthusiasm to achieve targets", the sense of belonging to the organization is still weak. This can be seen from neutral or hesitant answers on items such as:

"I'm proud to be a part of this company"

"I plan to stay working at this company for a long time"

The average descriptive score for a commitment statement is usually only in the range of 3.1–3.3 (scale 1–5)

Employees are more engaged because of incentive or target factors, not loyalty. Engagement at the operational (sales) level is often transactional; they are active because of incentives, not because of company values or identity. As a result, engagement does not automatically increase organizational commitment.

The fifth hypothesis in this study tests whether Employee Engagement (EE) affects Turnover Intention (IT). The analysis showed that Employee Engagement had a significant negative influence on Turnover Intention, with a path coefficient of -0.253, a T-statistic of 3.857, and a p-value of 0.000. Since the T-value exceeds the minimum threshold of 1.645 and the p-value is < 0.05, this hypothesis is statistically supported. The negative influence direction indicates that the higher the Employee Engagement, the lower the Turnover Intention. So, the employee's attachment to their job decreases their intention to leave the organization. If employees have a high level of engagement (passion, dedication, enthusiasm for work), then their tendency to leave the organization is reduced. Engagement is a factor in employee retention.

The sixth hypothesis in this study tests whether Organizational Commitment (OC) affects Turnover Intention (IT). The analysis showed a significant negative impact between the two variables, with a path coefficient of -0.032, a T-statistic of 0.363, and a p-value of 0.358. This value meets the criteria of statistical significance in the one-way test, namely $T\ 0.363 < 1.64$ and $P > 0.05$. This number indicates

the direction of the negative relationship: theoretically, the more satisfied the organization's commitment, the lower the turnover intention. However, the value is very small (almost zero), indicating that the effect is practically meaningless; therefore, the hypothesis is declared unsupported. This can be explained because:

1. Employees who have high organizational commitment do not necessarily want to stay, because there are other factors (e.g. salary, work environment, career opportunities, digital leadership) that are more dominant in influencing exit intentions.
2. This could indicate that the emotional commitment is not strong, or that the continuance commitment is lower, meaning that even though the employee feels committed, they are still considering exit options if other conditions are not supportive.

A negative coefficient indicates that the more satisfied the employee's level of commitment to the organization, the more disappointed they are to leave the organization. In other words, a strong organizational commitment both affective, continuance, and normative acts as a retention force that makes employees more motivated to survive and contribute in the long term.

The seventh hypothesis in this study aims to test whether Pay Satisfaction (PS) has an impact on Organizational Commitment (OC). The results of the analysis informed that PS had a very significant positive impact on OC, with a path coefficient of 0.601, a T-statistic of 9.764, and a p-value of 0.000. This value tells us that the influence found is statistically strong, because the T-statistically far exceeds the threshold of 1.645. These findings indicate that a supportive work environment plays a big role in shaping employee loyalty and commitment to the organization. Support from supervisory relationships, support from colleagues (peer group interaction), and a positive work climate (perceived climate) foster a sense of appreciation and involvement. This creates an emotional attachment that is the foundation of a long-term commitment.

The last hypothesis aims to test whether Pay Satisfaction (PS) has an effect on Turnover Intention (IT). The results of the analysis show that PS has a significant negative impact on IT, with a path coefficient of -0.279, a T-statistic of 3.308, and a p-value of 0.000. This value exceeded the significance threshold for the one-way test ($T \geq 1.645$ and $p < 0.05$), so the hypothesis was statistically supported. This means that the higher the employee's satisfaction with the salary received, the lower their tendency to leave the organization. These findings confirm that the financial compensation factor is still a crucial aspect in controlling employee exit intentions.

Conclusion

This study evaluates the impact of Digital Transformational Leadership (DTL), Employee Engagement (EE), Pay Satisfaction (PS), and Organizational Commitment (OC) on Turnover Intention (IT) in sales team employees at PT XSR. Based on the results of the PLS-SEM analysis conducted with SmartPLS 4.1.1.5, all hypotheses proposed in this study are supported by significant path coefficients. From the data analysis carried out, the following conclusions and suggestions were found:

1. Digital Transformational Leadership (DTL) has a positive impact on Employee Engagement (EE). The test results show that this influence is very significant, with a coefficient value of $\beta = 0.741$ and $p = 0.000$. In fact, this influence is the greatest in the research model. This means that the stronger the implementation of digital-based transformational leadership at PT XSR, the higher the level of employee engagement.
2. Digital Transformational Leadership (DTL) has a negative effect on Turnover Intention (TI). The test results show a significant negative influence with a coefficient value of $\beta = -0.342$ and $p = 0.000$. This means that the better the implementation of Digital Transformational Leadership at PT XSR, the lower the level of employee turnover intention.
3. Employee Engagement (EE) has a positive impact on Organizational Commitment (OC). The test results show a positive but insignificant effect with a coefficient value of $\beta = 0.015$ and $p = 0.387$. This means that although employee engagement at PT XSR tends to increase organizational commitment, the influence is not strong or real enough. In other words, high engagement does not automatically translate into high organizational commitment.
4. Employee Engagement (EE) has a negative impact on Turnover Intention (TI). The test results indicate a significant negative influence, with a coefficient of $\beta = -0.254$ and $p = 0.000$. This means that the higher the level of employee engagement at PT XSR, the lower their tendency to leave or have the intention to change jobs (turnover intention).

5. Organizational Commitment (OC) has a negative impact on Turnover Intention (TI). The test results indicate a negative but non-significant effect, with a coefficient of β = -0.032 and p = 0.358. This means that, although in theory organizational commitment can reduce turnover intention, in the conditions at PT XSR, this relationship is not strong enough to be demonstrated in practice. In other words, the high commitment of employees' organizations does not automatically suppress their intention to leave the company.
6. Pay Satisfaction (PS) has a positive effect on Organizational Commitment (OC). The test results show a positive, significant impact, with a coefficient of β = 0.601 and p = 0.000. This means that the higher the employees' satisfaction with the salary and compensation system at PT XSR, the higher their level of commitment to the company will be.

Pay Satisfaction (PS) negatively affects Turnover Intention (TI). The test results show a significant negative influence with a coefficient value of β = -0.279 and p = 0.000. This means that the more satisfied the employees are with the financial rewards and remuneration provided, the less likely they are to resign from PT XSR.

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