



## **Resilience, Authentic Leadership, Employee Performance, and Intention to Leave Organization at PT Surya Indo Plastic, Sidoarjo**

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**ABSTRACT**

Nowadays, the challenge of modern human resources is to retain potential talent to stay in the organization to build a strong organizational engagement and then achieve the organization's objective. The talent market has changed and the intention to leave employees is increasing in the organization. This study aims to prove and analyze the correlation between employee resilience, intervening by resilience, and moderating by authentic leadership on employee intention to leave the organization. Based on the correlation indicates talent management can apply a strategy to manage talent retain and achieve the organization's objective. Based on empirical data study the phenomenon that in the last 2 years 21 members of the leave organization was a critical issue to be analyzed and proving why the phenomenon raised and how to improve in the organization. This phenomenon researcher put two ways perfective because employee and organization representative shall have a balance portion to be measure and analyze. The reference from the previous research can be found in the international journal, however, this research was subjective to an object of the specific organization with the limitation of external factors from outside the organization exclude for example job opportunities outside the organization, and personal factors from them employee itself notified as gaps in this research.

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### **INTRODUCTION**

PT. Surya Indo Plastic is a manufacturer of food packaging which is classified as a sustainable environmental organization where the raw material and processes are controlled with minimum impact on environmental sustainability by producing products made from fully recycled materials. The organization provides food packaging in Sidoarjo, East Java, Indonesia. The research is based on the phenomenon of employees resigning and intending to leave the organization from several positions and job functions, this phenomenon is crucial for organizations. Frequently change over talent in several job functions, giving extra attention by an organization to have consistent growth and achieving long-term organization objectives.

Empirical data shows that employees resigned and intend to leave from January 2022 to October 2024, there are 24 employees of 209 employees have left the organization from 2022 until October 2024 and 3 employees intend to leave by open-to-work status in their professional platform. This issue shall be put in priority action in human capital to

understand how this phenomenon arises and how organizations react to improve this issue in the organization.

Saeed et al. (2014) conducted research on the relationship of turnover intention with job satisfaction, job performance, leader-member exchange, emotional intelligence, and organizational commitment, the relationship of job performance on turnover intention is significantly negative. If the job performance improves, the employee will not leave the organization because he becomes satisfied with his work. If the job performance of the employee is not better, it will increase the intention of employees to leave the organization and dissatisfaction will decrease. Higher performance leads toward benefits and rewards and retains the entity of employees greater than the low job performance that can become a cause of turnover. Fakunmoju et al. (2010) determined that lower income, higher job tension, and lower supervisory support are related to higher intention to leave. Gender moderates the relation between supervisory support and intention to leave for women, there is a smaller difference in intention to leave for low and high supervisory support, whereas for men low supervisory support leads to much higher intention to leave than high supervisory support. Implications for research and practice are provided. Mao et al. (2022) stated that authentic leadership positively predicted employee resilience through the partial mediation effect of organizational identification, and such a mediation model was moderated by the experience of flow. In other words, flow moderated the relationships between authentic leadership, organizational identification, and employee resilience. Findings provide evidence for cultivating leaders' authenticity in promoting their subordinates' resilience; findings also highlight the significance of organizational identification in bridging authentic leadership and employee resilience and the essential role of flow experience in supporting the relationships mentioned above. Arnup & Bowles (2016) proposed that resilience is associated with their intention to leave the teaching profession. As hypothesized, results indicate that lower levels of resilience are significantly related to a higher intention to leave the teaching profession, after controlling for job satisfaction and demographic variables. Implications for teaching conditions related to job satisfaction and the resilience of early career teachers are discussed.

Dai et al. (2019) argue employees' resilience can reduce their intention to leave and enhance their work engagement; abusive supervision has a moderating effect on the relationship between resilience and intention to leave. Laschinger et al. (2012) found that the importance of leadership for creating healthy work environments that may discourage workplace bullying and the development of burnout, that lead to negative work attitudes that threaten new graduate retention. The results suggest that efforts should be made to assist nurse managers in developing and implementing authentic leadership practices as part of a strategy for eliminating workplace bullying and burnout in nursing work environments. Ausar et al. (2016) discovered that the results from the current study suggest, that organizational commitment is positively affected, and turnover intention is negatively affected by authentic leadership. Kusuma et al. (2022) stated that employees who have high resilience at work, where efficiency is the ability to get up and recover when things are not going as expected.

This study aims to prove and analyze the correlation between employee resilience, intervening by resilience, and moderating by authentic leadership on employee intention to leave the organization. The research contributes to the existing literature by providing empirical evidence on the correlation between employee resilience and their intention to leave the organization, highlighting the role of resilience as an intervening variable and authentic leadership as a moderating factor. This study enhances the understanding of how resilience can mitigate turnover intentions and illustrates the significance of authentic leadership in strengthening this relationship. By identifying these dynamics, the research offers valuable insights for organizations seeking to retain talent and improve employee engagement, ultimately informing leadership development and human resource practices aimed at fostering a resilient workforce.

## RESEARCH METHOD

The research uses quantitative data (Creswell & Creswell, 2017). It interviews the talent and top management, collects the data, and processes it using the PLS4-SEM application. Then, the result is interpreted according to reference research, previous research, and theoretical literature.

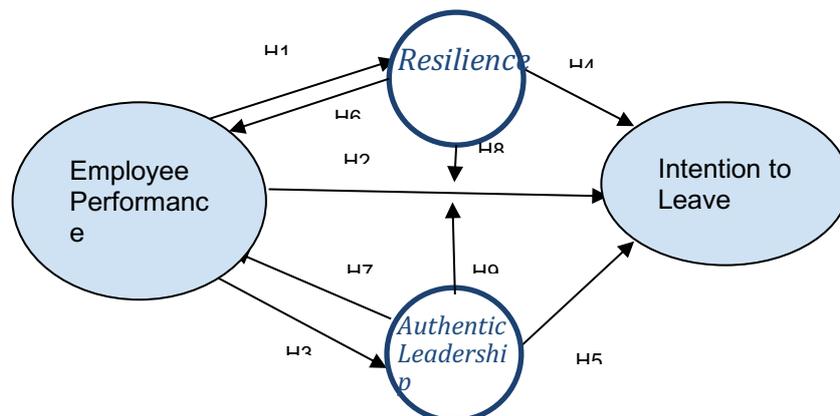


Figure 1. Conceptual Framework

- H1: Relationship between employee performances to employee resilience
- H2: Relationship between employee performances to intention to leave
- H3: Relationship between employee performances to authentic leadership
- H4: Relationship between employee resilience to intention to leave
- H5: Relationship between authentic leadership to intention to leave
- H6: Relationship between employee resilience to employee performance
- H7: Relationship between authentic leadership to employee performance
- H8: Relationship employee performance to intention to leave intervening by employee resilience

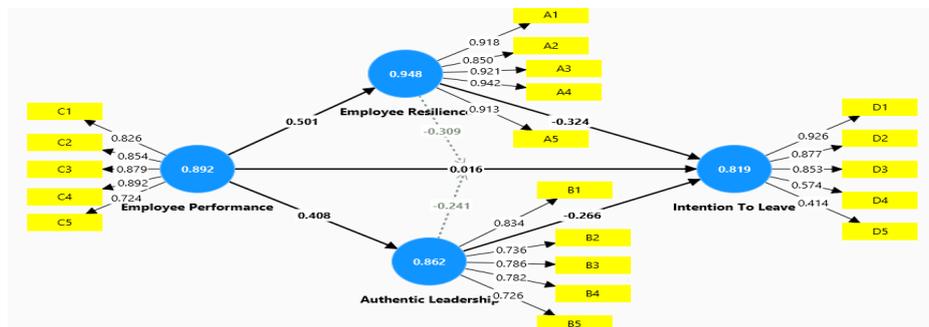
H9: Relationship employee performance to intention to leave moderating by authentic leadership

Description of identity and characteristics of the population in this research as shown in the demographic table below.

**Table 1. Demographic Information**

Profile	Indicator	Quantity	Percentage
Gender	Man	176	84 %
	Woman	33	16 %
Age	18-28 years	32	17%
	29-39 years	103	50%
	40- 50 years	68	33%
Service Year	< 2 years	45	21%
	2- 5 years	47	22%
	5 < years	117	57%
Education	High school or Equal	177	85%
	Bachelor's degree or Equal	30	14%
	Master's Degree or Higher	2	1%

**RESULT AND DISCUSSION**



**Figure 1. PLS-SEM modeling from data analysis**

The discussion provides some arguments for the research results, related to the concept or theory and other relevant research results, interpretation of the findings, limitation of the study is an object of research specifically, statements from respondents

of the research subjectively from independent respondents and their implications for the development or scientific concepts.

### **1. Path Coefficients (Hypotheses Testing)**

Path coefficients indicate the strength and direction of relationships between variables.

H1: Employee performance positively influences employee resilience.

H2: Higher employee performance reduces intention to leave, showing that engaged high performers are less likely to turnover.

H3: No direct effect is found between employee performance and perceptions of authentic leadership.

H4: Resilient employees are less likely to leave, indicating they cope better with challenges.

H5: Authentic leadership lowers turnover intention by fostering a trusting and supportive environment.

H6: Resilience enhances employee performance, demonstrating the value of adaptability.

H7: Authentic leaders improve employee performance through motivation and clear communication.

H8: Resilience mediates the relationship between performance and intention to leave.

H9: Authentic leadership moderates the negative impact of performance on turnover intention.

**The R-square Value** indicates how much of the variance in the dependent variable (e.g., turnover intention, employee retention, performance) is explained by the independent variables. A high R-square value (e.g., above 0.5) indicates that the model strongly predicts the dependent variable. A lower value indicates the need for additional predictors or reconsideration of the model structure.

**Significance Testing (P-Value or T-Value)** Examine paths with a p-value  $< 0.05$  or a t-value  $> 1.96$  to confirm statistical significance. A significant path validates the hypothesized relationship, while a non-significant path may indicate unexpected dynamics or external influences.

**Effect Size ( $f^2$ )** Effect size evaluates the practical impact of one variable on another. Small (0.02), Medium (0.15), or Large (0.35): These thresholds help determine whether the effect of the variable is meaningful in practice.

**Model Fit Indicators**, Ensure that the overall model fit meets acceptable standards (e.g., SRMR  $< 0.08$ ). This confirms that the model structure aligns with the observed data.

### **Discussion and Findings**

Based on the relationships tested, your findings indicate that authentic leadership and resilience are important in overcoming turnover intentions, with resilience as a mediator and authentic leadership as a moderator. These results reinforce the importance of leadership style and personal adaptive capacity in organizational retention strategies.

Based on the findings, the following recommendations are proposed for PT Surya Indo Plastic to address employee turnover intentions and improve performance:

**Strengthen Authentic Leadership Practices:** Conduct leadership development programs focusing on self-awareness, relational transparency, and ethical decision-making. Implement 360-degree feedback mechanisms for leaders to gain insights into their leadership effectiveness. Encourage open communication where employees feel heard and valued.

**Enhance Employee Resilience:** Offer resilience-building workshops focusing on stress management, adaptability, and problem-solving skills. Provide access to Employee Assistance Programs (EAPs) for support during challenging times. Foster mentorship programs where senior employees guide and support their junior colleagues.

**Improve Employee Performance to Reduce Turnover Intentions:** Establish a robust performance appraisal system to recognize and reward high-performing employees. Offer career development opportunities like training, upskilling, and cross-functional projects. Align individual performance goals with organizational objectives to enhance engagement and purpose.

**Foster a Supportive Work Environment:** Cultivate a positive workplace culture by recognizing achievements and encouraging teamwork. Ensure supervisors provide consistent support and constructive feedback to employees. Regularly assess workloads and provide necessary resources to help employees perform efficiently.

**Address Root Causes of Turnover Intentions:** Conduct exit and stay interviews to understand why employees leave or stay. Use regular surveys to gather employee feedback on job satisfaction and workplace policies. Offer competitive compensation and benefits to reduce external job-seeking behavior. Leverage Resilience and Authentic Leadership Synergies: Combine resilience-building initiatives with leadership development to maximize their impact. Organize team-building activities to enhance resilience and strengthen trust in leadership.

### **Implementation Timeline**

**Short-Term (0-6 months):** Begin leadership training programs and establish feedback mechanisms. Launch resilience workshops and mentorship programs.

**Medium-Term (6-12 months):** Roll out revised performance appraisal systems and reward frameworks. Evaluate and refine workplace policies to align with employee feedback.

**Long-Term (12+ months):** Continuously monitor turnover rates, employee satisfaction, and performance metrics. Build a culture of continuous improvement through regular assessments and strategy updates.

### **CONCLUSION**

The findings emphasize the crucial roles of resilience and authentic leadership in mitigating employee turnover intentions and enhancing performance, suggesting that PT Surya Indo Plastic can cultivate a supportive work environment to achieve sustained organizational success. Future research could focus on several areas, including longitudinal studies on the lasting impacts of leadership training, comparative analyses across different industries, the effectiveness of targeted interventions to boost resilience and authentic leadership, cultural influences on these concepts, employee perspectives

gathered through qualitative methods, and the integration of authentic leadership with other styles. Exploring these topics can deepen the understanding of the interplay between leadership, resilience, and employee retention, ultimately aiding organizations in improving performance and stability.

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