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Navigating Digital Transformation: Examining the Role of Employee Integration in Shaping Intention to Stay

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Abstract: This study investigates the role of organizational culture, organizational commitment, employee integration, and technology adoption in shaping employees' intention to stay within the Indonesian construction sector, with a focus on PT PP (Persero) Tbk. In the era of digital transformation and artificial intelligence (AI) integration, retaining skilled employees has become a strategic priority to sustain competitiveness and operational stability. A quantitative method was employed, gathering data from 326 employees through an online survey, which were then analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that organizational culture strongly promotes organizational commitment, which subsequently enhances employees' intention to remain, thereby confirming the mediating effect of commitment. Employee integration likewise exerts a positive influence on retention intention. Nonetheless, organizational culture by itself does not directly impact intention to stay, and the hypothesized moderating effect of technology and AI adoption on the link between integration and retention intention is not validated. These results underscore the importance of strengthening organizational commitment and employee integration strategies, while highlighting that technology adoption alone may not guarantee improved retention. The study contributes to the human resource management literature by emphasizing the nuanced interplay of cultural, psychological, and technological factors in employee retention, offering practical insights for organizations undergoing digital transformation.

Keywords: Organizational Culture; Organizational Commitment; Employee Integration.

INTRODUCTION

In the era of digital transformation and fierce market competition, companies are required to retain talented employees to maintain the stability and sustainability of business operations. Employees are considered a key strategic resource within organizations, crucial for achieving business success and preserving competitiveness. Organizational achievements in the form of innovation, operational efficiency, and superior customer service are made by real

contributions from employees who are actively involved and have high commitment. Companies can invest large resources in advanced technology and business strategies, the success of implementation remains highly dependent on the support and participation of employees. Therefore, building a strong and positive relationship between the company and employees is very important, especially in the context of workforce retention. Elevated turnover rates raise expenses related to recruitment and training while also undermining operational continuity and reducing productivity. Therefore, identifying the determinants of employees' intention to remain is essential for developing a sustainable human resource management strategy.

An important indicator in human resource management is intention to stay (ITS). According to (Silva et al., 2024) ITS reflects an employee's willingness to remain within their current organization. A high level of this intention demonstrates strong commitment and loyalty among employees, which in turn contributes positively to organizational productivity and overall effectiveness. Therefore, understanding the factors that affect ITS is important for practitioners and academics in the field of human resource management. The biggest challenge facing companies today is the increasing turnover rate, so understanding the factors that affect intention to stay becomes increasingly crucial for the company's sustainability and competitive advantage.

The development of technology and the adoption of artificial intelligence (AI) have brought significant changes in the work system. The integration of this technology requires adjustments from the employee side, both in terms of abilities and work roles. Employee integration (EI) is an important factor that bridges the acceptance of technology with employee engagement. This study also explores how the adoption of technology and AI affects EI which further impacts the ITS of employees in a company.

PwC Asia Pacific Hopes and Fears 2023 noted that Indonesian workers have a more positive view of the potential of artificial intelligence (AI) than the regional average. As many as 56% of Indonesian employees believe AI will increase their productivity, higher than the Asia Pacific average of 41%. In addition, 51% of Indonesian respondents see AI as an opportunity to acquire new skills (compared to 34% of the regional average), and 30% even anticipate the creation of new job opportunities through the use of AI. Only 8% of Indonesian respondents think AI will not impact their work, lower than the regional average of 16%. The findings also show that 71% of Indonesian employees consider digital skills to be essential to their careers, surpassing the regional average of 59% (PwC Indonesia, 2023). This condition shows that employees' intention to stay in the digital era is not only influenced by traditional factors such as compensation or the work environment, but also by opportunities for the development of new skills and readiness to face technological changes.

The implementation of technology and AI at PT PP (Persero) Tbk (PTPP) is in the early stages and is always evolving every year. Digitalization has indeed been applied in several sectors, especially in engineering and construction such as the use of BIM and 3D modeling. AI-based digitalization at PTPP is still in its early stages, with the first launch (Go Live) only carried out in May 2025 for the Knowledge Center (KC) application that functions as an innovation data center and internal communication. The application of technology and AI in general has a positive impact on employee productivity, especially in terms of efficiency, ease of data access, and real-time decision-making. The use of platforms such as aPPa, SharePoint/Teams, SAP, and LIDAR drones also supports work efficiency and collaboration. However, the development of digital systems actually increases the workload in some cases, due to the increasing complexity of systems and the demands on data speed and accuracy. This increased workload even makes one position that used to be able to be handled by one person now requires more effort.

The application of technology and AI at PTPP does not directly affect employees' desire to leave the company. However, unequal workloads and the demands of technology adaptation create inconveniences that can affect employee motivation. Employees with high adaptability to technology tend to be more likely to survive and even thrive, while those who feel burdened or lack support may be pushed to leave the company. Factors such as infrastructure readiness (e.g. internet quality) also affect work comfort, especially for the younger generation such as Gen Z. Technology also has an impact on internal selection patterns, where tech-savvy employees are prioritized in the promotion or strategic placement process. This has the potential to create inequality between employees, especially for those who lack digital skills. In the long run, this can be a trigger for friction or push out of the organization if it is not accompanied by adequate training and mentoring.

In the dynamics of modern organizations, retaining quality employees is becoming an increasingly complex strategic challenge. The phenomenon of increasing employee turnover, especially in a younger and technology-adaptive generation of workers, requires organizations to reevaluate their approach to creating a conducive and fulfilling work environment. The high intention to stay in a company is an indicator of the success of human resource management in creating loyalty, emotional attachment, and long-term motivation from employees.

An important variable that affects intention to stay is organizational culture . A positive, inclusive, and supportive organizational culture for employees is able to create a sense of belonging and comfort at work because it ultimately increases employees' emotional involvement with the organization. Organizational commitment (OCom) acts as a mediator that bridges the influence of organizational culture (OCul) on ITS in a company. When employees feel organizational values align with their personal values, they tend to show high affective commitment, which encourages them to stay in the organization despite challenges.

Studies examining the factors influencing employees' intention to remain in an organization highlight the roles of OCul, OCom, and EI. OCul embodies the values, norms, and practices within the company that shape employees' behavior and perceptions of their work environment. When this culture is viewed as positive and supportive, employees are more likely to develop stronger organizational commitment, which subsequently enhances their ITS. OCom serves as a crucial mediator in this relationship, as employees who feel appreciated and emotionally connected to the organization tend to show greater loyalty and sustained motivation to contribute.

Research by (Silva et al., 2024) an open, supportive, and consistent organizational culture can strengthen the psychological bond between individuals and organizations, ultimately driving improvement organizational commitment, especially among millennial and Gen Z employees. The organizational culture dimension towards employees, and organizational stability are significantly correlated positively with employee commitment. OCul is crucial in shaping a work environment that either facilitates or obstructs women's career sustainability. A rigid, hierarchical, or masculine culture can create a work environment that is less welcoming to gender differences and flexibility needs (Wu & Liu, 2022) . According to (Aranki et al., 2019), a supportive and innovative organizational culture has been shown to increase organizational commitment, which can ultimately impact loyalty and career sustainability. Some studies show that high organizational commitment is closely related to persistent intent (Agus & Selvaraj, 2020). Research Safin et al., (2024) found that these influences can be indirect if not mediated by career commitments, which suggests the existence of other psychological mechanisms that need to be understood in depth. Debate about the type of organizational culture that is most effective in improving retention. (Liu et al., 2020) It shows that rational culture decreases the intention to go out, while the hierarchical culture actually increases it. However, in research (Aranki et al., 2019) Support these findings by adding that a

supportive culture significantly increases organizational commitment, but they also emphasize the importance of examining mediators such as job satisfaction in these relationships.

Research by (Silva et al., 2024) confirms that OCom serves a critical mediating role in connecting OCul with ITS, especially among the millennial and Z-generation generations. (Permana & Kustyadji, 2024) in their study of SOE consolidation companies in Indonesia concluded that organizational commitment can reduce employees' desire to change jobs. Research by (Noor et al., 2020) on ICT professionals in Malaysia shows a strong relationship between OCom and ITS. (Guzeller & Celiker, 2020) concluded that the effect of OCul on employee retention will be more optimal if it is accompanied by strengthening OCom. (Sarpong et al., 2021) shows that OCom significantly mediates the relationship between OCul and ITS, so organizations need to pay attention to cultural values that strengthen employees' emotional commitment to maintain employee retention.

Employee integration (EI) is equally essential, particularly amid digital transformation and organizational change. It reflects the degree to which individuals perceive themselves as part of the organization's social fabric and their ability to collaborate effectively across different roles and functions. In organizations that implement the adoption of technology and artificial intelligence (AI), this integration is becoming increasingly important. Technology can strengthen or even hinder employee engagement depending on how the adoption process is organized. Therefore, this study proposes a relationship between technology adoption and AI to employee integration which then has an impact on ITS employees in the company. Research by (Alshamsi et al., 2023) found that technology and AI adoption significantly moderated the relationship between employee onboarding and retention, where organizations that adopted technology more broadly showed higher retention rates. (Alghazzawi, 2024) reported a significant positive correlation between AI adoption, employee engagement (aligned with integration), and employee retention (dimension of intention to stay).

Based on the background, this study aims to analyze the influence of OCul, OCom, EI, and the role of tech and AI adoption (TAA) on ITS. In particular, this study explores the direct and indirect relationships between variables, as well as assesses the role of mediation and moderation in the research model.

To achieve this goal, this study formulated the following questions:

1. Does OCul have a positive effect on OCom?
2. Does OCom have a positive effect on ITS?
3. Does OCul have a positive effect on ITS through OCom?
4. Does OCul have a positive effect on ITS?
5. Does EI have a positive effect on ITS?
6. Does TAA strengthen the positive influence of EI on ITS?

This research is focused on employees in the Indonesian construction sector, especially at PT PP (Persero) Tbk, with individual analysis units at the professional and managerial levels. The study was conducted in July-August 2025 using a quantitative approach through an online questionnaire and analyzed using the PLS-SEM method using SmartPLS 4. Research variables include *OCul, EI, and TAA* as factors influencing *ITS*, with *OCom* as a mediating variable. This scope is limited to the geographical context and the construction industry so that the results of the research cannot be generalized to other sectors without adjustments.

METHODS

Research Design

This study uses a quantitative method to examine the relationship between the independent variables *of OCul, OCom* and *EI* have a relationship with the dependent *ITS variables* and the variables of *OCom* and *TAA* as a moderation variable. The research design

used was explanatory using a survey through a questionnaire. Data collection using an online questionnaire using a 5-point likert scale was distributed to respondents using WhatsApp messages. The data obtained was then analyzed using *Partial Least* Square-based *structural equation* modelling (PLS-SEM) with SmartPLS 4 software.

Sampling Methods

The population in this study is employees at PT PP (Persero) Tbk totaling 1766 employees, the sample was taken using the slovin formula method with a margin of error of 5% where $n = N / (1 + N * e^2)$ so that the sample was taken with 326. Respondents were selected using the c*onvenience sampling technique.* This study focuses on parameters related to the independent variables of *organizational culture, organizational commitment* and *employee integration* have a relationship with dependent *intention to stay* variables and *organizational commitment* variables and *tech and ai adoption* as a moderation variable that is measured through respondents' perception of their work situation when filling out the questionnaire. The sampling technique uses convenience sampling because it targets individual samples of employees of PT PT PP (Persero) Tbk who are willing to fill out the questionnaire. Based on the consideration of the analysis model using PLS-SEM.

Data Collection Methods & Data Collection Techniques

The method of data collection is by using a survey through a questionnaire. The questionnaire was chosen because it allows collecting large amounts of data in a relatively short time. This method gives respondents the freedom to give answers without direct pressure from the interviewer, this is important in maintaining the objectivity of the data, especially related to perceptions of aspects related to *the intention to stay* at work. The questionnaire design is based on theories and research that have been proven to be valid and realistic in similar studies. The questionnaire is expected to reduce the occurrence of bias in the measurement of the variables tested, with a structured online questionnaire expected to obtain valid, reliable data and be able to describe the actual conditions. The questionnaire in this study uses a 5-point Likert scale, which is a scale of 1-5. The data collection technique uses *an online* questionnaire using *a google form* distributed through *WhatsApp* for efficiency in collecting data from respondents spread across various work locations.

Variable Operational Table

Table 1. Variable Operations

Variable	Operational definition	Indicators	Scale
Intention to stay	*ITS* is the intention of employees to stay in the company (Agus & Selvaraj, 2020)	Indicators according to (Agus & Selvaraj, 2020): 1. Staying in the profession 2. Stick to work 3. Will continue to work in the company 4. Comfortable in the company 5. Career development	The 5-point Likert scale is a scale of 1-5
Organizational culture	*OCul* refers to the set of values, beliefs, protocols, and assumptions inherent in an organization. (Silva et al., 2024)	Indicators according to (Silva et al., 2024): 1. Have a strong emotional attachment to the organization 2. Like the organization	The 5-point Likert scale is a scale of 1-5

Variable	Operational definition	Indicators	Scale
		3. The belief that leaving an organization will have a significant impact on life 4. Perception of the lack of alternative work 5. Have a moral obligation to stay. 6. Feelings of leaving the organization	
Organizational commitment	OCom is an aspiration that is the goal of employees towards the organization and is the best variable in influencing performance (Silva et al., 2024)	Indicators according to (Silva et al., 2024): 1. The desire to keep working 2. Happy with the workplace 3. Priority at work 4. A sense of belonging to the future of the company 5. Think of the workplace as the best place to be	The 5-point Likert scale is a scale of 1-5
Employee integration	EI refers to the process of how individuals become an integrated part of the organization through social and cultural adaptation. (Myers & Oetzel, 2003)	Indicators according to Myers & Oetzel (2003): 1. Familiarity with Other Employees 2. Acculturation 3. Confession 4. Involvement 5. Job Competencies 6. The Role of Adaptation & Negotiation	The 5-point Likert scale is a scale of 1-5
Tech and ai adoption	*TAA* is the process of adopting and implementing intelligent systems by organizational leaders, which includes the establishment of organizational structures and managerial strategies to ensure AI is used effectively in an institutional environment. (J. Tyson & Sauers, 2021)	Indicators according to (M. M. Tyson & Sauers, 2021): 1. Integration of Technology & AI in daily operations 2. Readiness and willingness of employees to use Technology & AI tools 3. Managerial support for AI-driven transformation	The 5-point Likert scale is a scale of 1-5

Data Analysis Methods

The data obtained through an online questionnaire (Google Form) was analyzed using PLS-SEM using SmartPLS 4 software. The selection of the PLS-SEM method is based on its advantages as explained by Hair et al. (2019), which are suitable for exploratory and predictive research, are able to test complex structural models with many latent constructs and indicators, do not require normal data distribution, and focus on increasing dependent construct variants (R^2). With these considerations, PLS-SEM is seen as appropriate as an analysis method in this study.

According to Hair et al. (2019), the data analysis process is carried out in two main steps, namely:

1. External model testing, which included checking the validity of indicators through loading factors, Average Variance Extracted (AVE), and discriminant validity, as well as construct reliability assessments using Cronbach's Alpha and Composite Reliability.

2. Testing the inner model, which assesses the relationship between latent constructs by looking at the path coefficient, R-square value, and testing the significance of the relationship through *the bootstrapping technique.*

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents of the study were employees at PT PP (Persero) Tbk totaling 1766 employees with samples taken with as many as 326 based on the slovin formula. Based on the characteristics of the respondents, they can be categorized as follows:

Table 2. Characteristics of Respondents

No	Characteristics	Category	Number	Percentage
1.	Gender	Male	185	57%
		Female	141	43%
2.	Age	<25 Years Old	27	8%
		25-34 Years Old	126	39%
		35-44 Years Old	153	47%
		>45 Years Old	20	6%
3.	Length of Work	1-3 Years	5	2%
		4-6 Years	114	35%
		>6 Years	207	63%
4.	Position	Officer/Staf	234	72%
		Manager	81	25%
		Senior Manager	6	2%
		General Manager	2	1%
		SVP	2	1%
		Direction	1	0%
5.	Location	Project	232	71%
		Opeartion	62	19%
		Head Office	32	10%

Source: Processed Data (2025)

Based on the table of respondent characteristics above, it shows that based on the gender characteristics of 326 respondents, there are 185 male respondents (57%) and 141 female respondents (43%). Based on the age characteristics, the respondents consisted of 27 respondents <25 years old), 126 respondents (39%) aged 25-34 years, 153 respondents (47%) and 20 respondents > 45 years old (6%). Based on the characteristics of the position, it consisted of 234 respondents/staff (72%), 81 respondents (25%), 6 respondents (25%), 6 respondents (2%), 2 respondents (1%), 2 respondents (1%), SVP 2 respondents (1%) and 1 respondent (0%). Based on the character of the work location, it consisted of 232 respondents (71%), 62 respondents (19%) and 32 respondents (10%) from the head office location.

Quantitative Analysis

This study applied quantitative analysis using PLS-SEM using SmartPLS 4 software. The analysis process through SmartPLS is carried out in two main stages, namely outer model and inner model testing.

Outer Model Testing

External model testing to check the validity of indicators using *loading factor*, AVE, and discriminant validity, as well as measure construct reliability with *Cronbach's Alpha* and *Composite Reliability.*

1. Convergent Validity

The convergent validity test showed the following data results:

Table 3. Test Convergent Validity

	EI	ITS	OCom	OCul	TAA	TAA x EI
EI1	0.702					
EI2	0.893					
EI3	0.715					
EI4	0.735					
EI5	0.911					
ITS1		0.793				
ITS2		0.794				
ITS3		0.822				
ITS4		0.826				
ITS5		0.851				
OCom1			0.840			
OCom2			0.773			
OCom3			0.763			
OCom4			0.802			
OCom5			0.883			
OCul1				0.779		
OCul2				0.766		
OCul3				0.766		
OCul4				0.709		
OCul5				0.731		
TAA1					0.823	
TAA2					0.851	
TAA3					0.821	
TAA4					0.870	
TAA5					0.814	
TAA x EI						1.000

Based on the table above, all indicators in the research construct show an outer loading value above 0.70, indicating that each indicator is valid in representing its corresponding construct. Employee Integration construct has an outer loading value between 0.702 to 0.911, which confirms that the indicator is quite strong and consistent. The Intention to Stay construct also showed good results with a range of 0.793 to 0.851, as well as Organizational Commitment which was in the range of 0.763 to 0.883. Meanwhile, the indicator in the Organizational Culture construct has a value between 0.709 and 0.779 which is relatively lower than other constructs, but still meets the minimum limit and can still be maintained. Construct Tech and AI Adoption shows an excellent level of validity with values between 0.814 to 0.870. Thus, all indicators in this study can be declared to meet the criteria of convergent validity and the instruments used are feasible to proceed to the structural model evaluation stage.

2. Discriminant Validity

The discriminant *validity* test showed the following data results:

Table 4. Test Discriminant Validity

	EI	ITS	OCom	OCul	TAA	TAA x EI
EI						
ITS	0.578					
OCom	0.603	0.742				
OCul	0.724	0.501	0.656			
TAA	0.510	0.417	0.329	0.452		
TAA x EI	0.175	0.089	0.194	0.115	0.056	

Based on the HTMT Matrix (*Heterotrait-Monotrait Ratio*) table above, it shows that all HTMT values *between* constructs are below the threshold of 0.85. The highest HTMT value was found in the relationship between EI and OCul (0.724), but it was still far below the maximum permissible limit. Thus, all constructs in this study meet the criteria of discriminant validity based on the HTMT approach, so it can be concluded that each construct really measures different concepts and there is no problem of multicollinearity between latent variables.

3. Reliability

Table 5. ***Test AVE, Composite Reliability & Cronbach's Alpha***

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (A...
EI	0.852	0.863	0.895	0.635
ITS	0.875	0.876	0.910	0.668
OCom	0.871	0.873	0.907	0.662
OCul	0.807	0.813	0.866	0.564
TAA	0.893	0.898	0.921	0.699

The results of AVE test showed that the entire research construct had a value above 0.50, with a range of 0.564 to 0.699. This means that more than 50% of the variance of the indicator can be explained by the latent construct it measures, thus meeting the criteria of convergent validity. The highest AVE value is found in the Tech and AI Adoption construct (0.699), which shows that the indicator is able to explain the variance of the construct very well. Meanwhile, the lowest AVE value is found in Organizational Culture (0.564), but it is still valid because it exceeds the minimum limit of 0.50. Thus, all constructs in this study are declared to meet the requirements for convergent validity.

The Composite Reliability value in this study also showed good results, with a range of 0.813 to 0.921. The entire value is above the minimum threshold of 0.70, which indicates that the construct used has high composite reliability. This strengthens the evidence that the indicators in each construct have sufficient internal consistency to accurately measure latent variables. The construct with the highest reliability is Tech and AI Adoption (0.921), while the lowest is Organizational Culture (0.813), but both remain in the very good category.

The results of AVE test showed that the entire research construct had a value above 0.50, with a range of 0.564 to 0.699. This means that more than 50% of the variance of the indicator can be explained by the latent construct it measures, thus meeting the criteria of convergent validity. The highest AVE value is found in the Tech and AI Adoption construct (0.699), which shows that the indicator is able to explain construct variance well. Meanwhile, the lowest AVE value is found in Organizational Culture (0.564), but it is still valid because it exceeds the minimum limit of 0.50. Thus, all constructs in this study are declared to meet the requirements for convergent validity.

Inner Model Testing

Internal testing of the model to see the relationships between latent constructs using path coefficients, *R-square values*, and testing the significance of relationships through *the bootstrapping method.*

1. R Square *Testing*

The R square test shows the following data results:

Table 6. R ***Square Testing***

	R-square
ITS	0.479
OCom	0.309

From the table above, the R-square value for the intention to stay variable is 0.479, meaning that OCul, OCom, and EI collectively explain 47.9% of its variance, while the remaining 52.1% is accounted for by other factors not examined in this study. Similarly, the R-square value of 0.309 for OCom indicates that 30.9% of its variance is explained by OCul, with the remaining 69.1% influenced by other unobserved variables.

2. Hypothesis Testing

The test results showed the output of PLS-SEM Alghorithm based on the following research model:

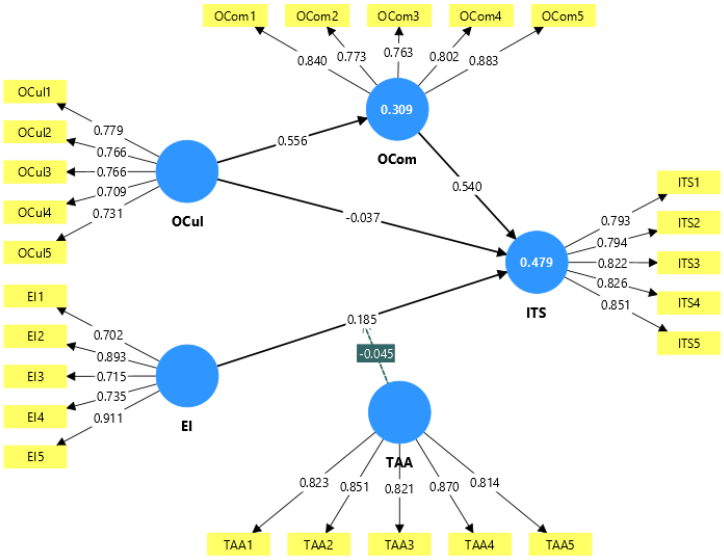


Figure 1. Hypothesis Testing Results

The results of the hypothesis test show the table of *path coefficients* of direct influence as follows:

Table 7. *Path coefficients*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
EI -> ITS	0.185	0.191	0.059	3.155	0.001
OCom -> ITS	0.540	0.534	0.072	7.514	0.000
OCul -> ITS	-0.037	-0.036	0.056	0.657	0.256
OCul -> OCom	0.556	0.560	0.041	13.545	0.000
TAA -> ITS	0.149	0.153	0.055	2.699	0.003
TAA x EI -> ITS	-0.045	-0.049	0.035	1.282	0.100

As for the *table of indirect effects* or indirect influences as follows:

Table 8. Indirect effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
OCul -> OCom -> ITS	0.300	0.299	0.046	6.526	0.000

Based on the hypothesis testing table above, it is known that:

H1: *OCul* has a positive effect on *OCom (*accepted)

Based on the hypothesis testing table, it shows that the t-value of the calculation is 13.545 > the table is 1.649 with a significance value of 0.001, meaning that the H1 hypothesis is accepted and has a positive influence on the relationship between *OCul* and *OCom.*

H2: *OCom* has a positive effect on *ITS (*accepted)

Based on the hypothesis testing table, it shows that the calculated t-value is 7.514 > the table is 1.649 with a significance value of 0.000, which means that the H2 hypothesis is accepted and has a positive influence on the relationship between *OCom* and *ITS.*

H3: *OCul* strengthens the positive influence *of ITS* through OCom *(*accepted)

Based on the hypothesis testing table, it shows that the t-value of the calculation is 6.526 > the table is 1.649 with a significance value of 0.000, which means that the H3 hypothesis is accepted and has a positive influence on the relationship between *OCul* and *ITS* through the variable of *OCom.*

H4: *OCul* has a positive effect on *ITS (*rejected)

Based on the hypothesis testing table, it shows that the calculated t-value is 0.657 < the table is 1.649 with a significance value of 0.001, which means that the H4 hypothesis is rejected and has a negative influence on the relationship between *OCul* and *ITS.*

H5: *EI* has a positive effect on *ITS (*accepted)

Based on the hypothesis testing table, it shows that the t-value of the calculation is 3.155 > the table is 1.649 with a significance value of 0.000, which means that the H5 hypothesis is accepted and has a positive influence on the relationship between *EI* and *ITS.*

H6: *TAA* strengthens the positive influence *of EI* on *ITS (*rejected)

Based on the hypothesis testing table, it shows that the calculated t-value is 1.282 < the table is 1.649 with a significance value of 0.000, meaning that the H6 hypothesis is rejected and has a negative influence on the relationship *between EI* and *ITS* is strengthened by *TAA.*

DISCUSSION

Based on the results of the above research, it shows that the results of testing hypotheses and discussion of test results are as follows:

The Influence of *Organizational Culture* on *Organizational Commitment*

The hypothesis testing results indicate that the calculated t-value of 13.545 exceeds the critical t-table value of 1.649 at a significance level of 0.001. Therefore, hypothesis H1 is accepted, confirming that OCul positively influences OCom. This finding suggests that the stronger a company's OCul, the higher the employees' level of commitment.

These results align with (Silva et al., 2024) who affirm that organizational culture strengthens the psychological bond between individuals and organizations, thereby encouraging increased employee commitment. Similarly, (Aranki et al., 2019) highlight the importance of cultivating a strong organizational culture to enhance employee commitment. Meanwhile, (Sarpong et al., 2021) found that three dimensions of organizational culture, namely leadership, reward system, and innovation, have a significant influence on employee commitment. A positive organizational culture, especially in the aspects of leadership and rewards, has been shown to increase employee loyalty.

Furthermore, research by Opolot et al. (2023) emphasize that an organizational culture characterized by inclusivity, fairness, collaboration, rewards, and flexibility positively shapes attitudes and behaviors linked to organizational commitment. Such a culture facilitates the development of shared goals, values, and beliefs among employees, strengthening their emotional bond with the organization and promoting long-term loyalty. In essence, when employees perceive organizational norms and values as meaningful and purposeful, they are more likely to display greater commitment and dedication.

The Effect of *Organizational Commitment* on *Intention to Stay*

The hypothesis testing results show that the calculated t-value of 7.514 exceeds the t-table value of 1.649 at a significance level of 0.000. Hence, hypothesis H2 is accepted, indicating that OCom positively influences ITS. This suggests that the stronger the OCom, the greater the likelihood that employees will remain with the company.

These findings are in line with (Silva et al., 2024) who emphasize that OCom is a crucial determinant of ITS across generations X, Y, and Z. Similarly, (Sarpong et al., 2021), demonstrate that strong commitment significantly increases employees' loyalty and retention within the organization. (Aydogdu & Asikgil, 2021) further reveal that employees with high levels of commitment are more likely to stay, even when facing heavy workloads or policy uncertainty.

Other studies, such as (Guzeller & Celiker, 2020; Permana & Kustyadji, 2024; Sitanggang & Azzuhri, 2023), also confirm that organizational commitment directly affects intention to stay. The consistency of these findings strengthens the conclusion that OCom is a key factor in employee retention. In short, the greater the commitment employees feel toward their organization, the stronger their intention to remain.

Organizational culture* affects *intention to stay* through *organizational commitment

The hypothesis testing results show that the calculated t-value of 6.526 is higher than the t-table value of 1.649 at a significance level of 0.000. Therefore, hypothesis H3 is accepted, indicating that OCul positively affects ITS through the mediating role of OCom. This implies that a strong OCul fosters greater employee commitment, which ultimately enhances their intention to remain with the company.

These findings are consistent with (Silva et al., 2024) who demonstrated that OCom mediates the relationship between OCul and ITS, particularly among millennials and Gen Z. Cultures that promote personal development and acknowledge employee contributions strengthen both affective and normative commitment, thereby increasing retention. This underscores that commitment is not only shaped by OCul but also serves as a vital mechanism reinforcing culture's impact on employee loyalty.

Similarly, (Sarpong et al., 2021) highlight OCom as a significant mediator between culture and ITS, stressing the importance for organizations to foster cultural values that build employees' emotional attachment in order to improve retention. In line with this, (Pathan, 2022) affirms that a strong and positive OCul not only boosts commitment but also plays a key role in reducing turnover intentions.

Organizational culture* affects intention *to stay

The hypothesis testing results reveal that the calculated t-value of 0.657 is lower than the t-table value of 1.649 at a significance level of 0.001. Consequently, hypothesis H4 is rejected, indicating that OCul does not have a positive effect on ITS. This suggests that the prevailing OCul is not the primary determinant in employees' decisions to remain with the company.

These findings align with the perspective that OCul is abstract and long-term in nature, exerting its influence primarily through psychological factors such as job satisfaction, OCom, or value congruence between employees and the organization. In other words, although culture shapes work norms and behaviors, it does not necessarily enhance retention when tangible factors, such as compensation, career advancement opportunities, or managerial support are lacking. This further highlights that the effect of culture on retention tends to be indirect and often requires mediating variables to create a stronger impact.

Consistent with (Silva et al., 2024), OCul is acknowledged as a vital driver of OCom, which in turn enhances employee well-being, satisfaction, and productivity. However, the present findings demonstrate that culture alone does not directly influence employees' ITS.

This raises an important consideration for managers and HR practitioners: whether fostering a positive OCul is sufficient for employee retention, or whether it must be complemented by more concrete factors to strengthen employees' decisions to remain with the organization.

Employe Integration* affects *intention to stay

The hypothesis testing results indicate that the calculated t-value of 3.155 exceeds the t-table value of 1.649 at a significance level of 0.000. Therefore, hypothesis H5 is accepted, confirming that EI has a positive impact on ITS. This suggests that the greater the level of integration employees experience within the organization, the stronger their tendency to remain.

These findings are consistent with (Alshamsi et al., 2023) who emphasized that employee integration is an important factor in increasing employee retention intention. When new hires feel accepted, supported, and integrated into the work environment, they tend to show stronger loyalty and commitment to the organization. The findings prompted recommendations, for example in the case of the UAE's Abu Dhabi Police, to invest in EI, retention and motivation programs to strengthen retention.

Furthermore, (Cem, 2024) underscores the importance of comprehensive onboarding in fostering integration for new hires. A well-structured onboarding program not only facilitates smoother adaptation but also lays the groundwork for long-term engagement and productivity. By prioritizing training, social integration, and continuous support, organizations can provide a positive employee experience. When implemented strategically, effective onboarding enhances job satisfaction, reduces turnover, and promotes a cohesive, high-performing workplace.

Tech and AI adoption* strengthens the influence *of employee integration* on *intention to stay

The hypothesis testing results reveal that the calculated t-value of 1.282 is lower than the t-table value of 1.649 with a significance level of 0.000, leading to the rejection of hypothesis H6. This indicates that EI does not positively influence ITS when moderated by TAA. In other words, the findings demonstrate that TAA does not strengthen the relationship between EI and ITS, thereby causing the proposed hypothesis to be rejected. These findings indicate that the use of technology and artificial intelligence has not been a factor that has been able to improve the relationship between employee integration and their intention to survive. Theoretically, the adoption of technology and AI is expected to facilitate collaboration, speed up workflows, and create a more modern work environment that strengthens the bond between employees and organizations. However, these insignificant results could indicate that employees value non-technological aspects of integration more, such as interpersonal relationships, effective communication, and emotional support from colleagues and superiors. Thus, while technology and AI can improve operational efficiency, they do not necessarily reinforce the influence of employee integration on the decision to stay in the organization. These results also confirm that the human factor in employee integration remains the key to retention, and that recent technology adoption has not been enough to drive *intention to stay*

CONCLUSION

The results of the test and discussion above suggest that the conclusions of this study are as follows. OCul has a positive effect on OCom. Furthermore, OCom has a positive effect on ITS. OCul also strengthens the positive influence of ITS through OCom. However, OCul does not have a positive effect on ITS. In addition, EI has a positive effect on ITS. On the other hand, TAA do not strengthen the positive influence of EI on ITS.

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