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Transparency, Accountability, and Green Culture on Turnover Intention: The Moderating Role of Agile Leadership

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Abstract: This study examines the effects of transparency, accountability, and green culture on turnover intention, with agile leadership as a moderating variable at PT Green Gold Technology. A quantitative explanatory design was employed using a cross-sectional census of all 86 active employees. Data were collected through a structured online questionnaire and analyzed using partial least squares structural equation modeling with SmartPLS 4.0. Six of the seven hypotheses were supported. Transparency, accountability, and green culture had negative and significant effects on turnover intention. Agile leadership had a positive and significant effect on turnover intention, contrary to the hypothesized negative direction. Nevertheless, agile leadership strengthened the negative effects of transparency, accountability, and green culture on turnover intention. The model explained 79.0% of the variance in turnover intention and demonstrated predictive relevance. These findings indicate that agile leadership does not independently reduce employees' intention to leave but can strengthen the effects of organizational transparency, accountable work practices, and environmental values when translated into responsive leadership actions. The study provides context-specific evidence supporting the application of Social Exchange Theory in a project-based engineering consultancy serving the mining industry.

Keywords: Transparency, Accountability, Green Culture, Agile Leadership, Turnover Intention.

INTRODUCTION

Turnover intention is a strategic organizational concern because it represents an employee's conscious tendency to consider leaving and is widely recognized as an immediate precursor of voluntary turnover (Mobley, 1977; Bluedorn, 1982; Bothma & Roodt, 2013). When this intention results in actual employee departure, organizations may incur replacement costs, lose accumulated knowledge, and experience operational disruption. These consequences are particularly serious in project-based technical organizations, where specialized expertise and multidisciplinary coordination are difficult to replace. Previous evidence indicates that organizational conditions and leadership are important factors associated with employees' withdrawal decisions (Griffeth et al., 2000; Setiyarti et al., 2023; Goni et al., 2025)

PT Green Gold Technology is an engineering consultancy serving the mining and mineral-processing industry, particularly gold-related projects. Its activities include engineering design, project support, commissioning, and operational assistance. The company experienced fluctuating but consistently high employee turnover during 2022–2025. The annual turnover rate was 26% in 2022, increased to 41% in 2023, declined to 21% in 2024, and rose again to 24% in 2025. Although the rate fluctuated, employee turnover remained a recurring organizational concern throughout the four years. The departure of experienced employees may disrupt project coordination, impede knowledge transfer, and reduce the company's ability to respond consistently to client requirements.

A preliminary survey involving 33 employees indicated potential problems related to transparency, accountability, and green culture. A total of 54.55% of respondents perceived that important organizational information was not openly disclosed, 57.58% perceived a lack of clarity regarding responsibility when errors occurred, and 60.61% perceived that the company's work culture had not adequately reflected environmental concern. In addition, 57.58% indicated an intention to consider leaving the company in the near future. These preliminary findings provide the empirical basis for examining transparency, accountability, and green culture as organizational factors associated with turnover intention at PT Green Gold Technology.

Organizational transparency refers to the provision of clear, accessible, and timely information regarding organizational policies, decisions, procedures, and performance. Previous studies have associated different forms of transparency with job satisfaction, perceived organizational support, organizational justice, career-path clarity, and lower turnover intention (Ahmed, 2024; Hofmann & Strobel, 2020; Stofberg et al., 2022; Wati et al., 2024). However, these studies have mainly examined specific forms of transparency, such as pay, information, or career-path transparency. Evidence concerning broader organizational transparency as a predictor of turnover intention remains limited, particularly in project-based engineering organizations.

Organizational accountability refers to the expectation that responsibilities, decisions, and the use of organizational resources can be explained and justified. Clear accountability helps employees understand who is responsible for organizational decisions, how performance is evaluated, and how rules are applied. From an accountability perspective, individuals who expect their decisions to be evaluated are more likely to provide explanations and justify their actions (Tetlock, 1992). Related organizational justice research suggests that consistent and explainable procedures influence employees' attitudes and withdrawal-related outcomes (Colquitt et al., 2001). However, empirical evidence examining organizational accountability as a direct predictor of turnover intention remains limited.

Green culture refers to shared organizational values and practices that integrate environmental responsibility into employees' daily activities and organizational decisions. It extends beyond isolated environmental programs by embedding sustainability into organizational identity and workplace behavior (Galpin et al., 2015; Harris & Crane, 2002). A strong environmental orientation may strengthen employees' identification with and pride in their organization (Chen, 2011). Previous studies indicate that environmentally oriented organizational practices and culture are associated with employees' willingness to remain and lower turnover intention (Lin et al., 2024; Makarim & Muafi, 2021). This relationship is relevant to PT Green Gold Technology because environmental considerations form an important part of its mining-related project context.

The effects of transparency, accountability, and green culture on employee outcomes may depend on how leaders implement these organizational practices. Agile leadership refers to a responsive and adaptive leadership approach that emphasizes employee empowerment, collaboration, and continuous improvement. This approach is particularly relevant to organizations facing dynamic project requirements and changing work conditions (Aftab et al., 2022; Mardian, 2024; Porkodi, 2024; Rialti & Filieri, 2024). By responding to change, removing work obstacles, and empowering employees, agile leaders may strengthen organizational support and reduce employees' intention to leave. However, evidence concerning the direct and moderating roles of agile leadership in explaining turnover intention remains limited. Sasanti et al. (2024) examined agile leadership as a moderator of employee-retention determinants but did not assess its moderating role in the relationships between transparency, accountability, green culture, and turnover intention. Related evidence also indicates that agile leadership plays a contingent role in the relationship between organizational culture and employee outcomes (Saimin et al., 2025).

This study is grounded in Social Exchange Theory, which explains the employee–organization relationship as a reciprocal relationship in which favorable organizational treatment encourages positive employee responses (Blau, 1964; Cropanzano & Mitchell, 2005). Transparent information, accountable management, and environmental responsibility can be perceived as favorable organizational treatment. Employees may reciprocate by developing greater trust and attachment, thereby reducing their intention to leave. Agile leadership may reinforce this reciprocal relationship by translating organizational policies, responsibilities, and environmental values into daily work practices. Accordingly, the study proposes four direct-effect hypotheses and three moderating-effect hypotheses.

Hypothesis Development

Transparency reduces uncertainty by providing employees with clear and timely information regarding organizational policies, decisions, procedures, and performance. From the perspective of Social Exchange Theory, access to transparent information can be perceived as favorable organizational treatment that encourages employees' trust and reciprocal attachment. Previous studies have associated information, pay, and career-path transparency with job satisfaction, perceived organizational support, organizational justice, and lower turnover intention (Ahmed, 2024; Hofmann & Strobel, 2020; Stofberg et al., 2022; Wati et al., 2024). Therefore, employees who perceive greater organizational transparency are expected to report lower turnover intention. H1: Transparency has a negative effect on turnover intention.

Accountability clarifies responsibilities, performance evaluation, rule enforcement, and the use of organizational resources. From the perspective of Social Exchange Theory, consistent and explainable accountability practices can be perceived as reliable and fair organizational treatment. Related organizational justice evidence indicates that fair and explainable procedures influence employees' attitudes and withdrawal-related outcomes (Colquitt et al., 2001). Conversely, unclear or inconsistent accountability may reduce employee confidence in the organization. Therefore, employees who perceive greater organizational accountability are expected to report lower turnover intention. H2: Accountability has a negative effect on turnover intention.

Green culture demonstrates that environmental responsibility is embedded in organizational values and daily work practices. From the perspective of Social Exchange Theory, employees may perceive a credible organizational commitment to environmental responsibility as favorable organizational treatment. When organizational environmental values are consistent with employees' personal values, they may strengthen employees' identification with and attachment to the organization. Previous studies have associated organizational culture and environmentally oriented practices with employees' willingness to remain and lower turnover intention (Khairunnisa & Nurdiansyah, 2024; Lin et al., 2024; Makarim & Muafi, 2021; Musa & Tawe, 2023). Therefore, employees who perceive a stronger green culture are expected to report lower turnover intention. H3: Green culture has a negative effect on turnover intention.

Agile leadership creates a responsive and empowering work environment by encouraging collaboration, adaptation, employee involvement, and continuous improvement. From the perspective of Social Exchange Theory, employees may perceive leadership responsiveness, empowerment, and support as favorable organizational treatment and reciprocate through a stronger willingness to remain. Previous studies have associated agile leadership with employee adaptability, job-related outcomes, and organizational effectiveness (Aftab et al., 2022; Porkodi, 2024). Therefore, employees who perceive stronger agile leadership are expected to report lower turnover intention. H4: Agile leadership has a negative effect on turnover intention.

Transparent information may not automatically reduce turnover intention when it is communicated only as formal disclosure and is not adequately explained to employees. Agile leaders can clarify organizational changes, communicate work priorities, encourage dialogue, and respond promptly to employees' concerns. From the perspective of Social Exchange Theory, these leadership behaviors can make transparency more meaningful as favorable organizational treatment and strengthen employees' trust in the organization. Therefore, the negative effect of transparency on turnover intention is expected to become stronger when agile leadership is high. H5: Agile leadership strengthens the negative effect of transparency on turnover intention.

Accountability may be more effective when leaders respond flexibly to changing responsibilities and project requirements. Agile leaders can clarify authority, adjust work priorities, facilitate coordination, and ensure that performance expectations remain understandable when project conditions change. From the perspective of Social Exchange Theory, these leadership practices can reinforce employees' perceptions that accountability is implemented consistently and fairly, thereby strengthening their trust in the organization. Therefore, the negative effect of accountability on turnover intention is expected to become stronger when agile leadership is high. H6: Agile leadership strengthens the negative effect of accountability on turnover intention.

Green culture may exert a stronger influence when organizational leaders translate environmental values into visible daily practices. Agile leaders can model environmentally responsible behavior, encourage learning, support employee participation, and integrate environmental considerations into operational decisions. From the perspective of Social Exchange Theory, these leadership practices can increase the credibility of the organization's environmental commitment and reinforce employees' positive responses to green culture. Therefore, the negative effect of green culture on turnover intention is expected to become stronger when agile leadership is high. H7: Agile leadership strengthens the negative effect of green culture on turnover intention.

METHODS

This study employed a quantitative explanatory design to examine the direct and moderating relationships among the latent constructs. The unit of analysis was the individual employee of PT Green Gold Technology. The study population consisted of 86 active employees who met the respondent criteria. Because all members of the population were included as respondents, the study employed census sampling, also known as total sampling. Respondents included both fixed-term contract employees (PKWT) and permanent employees (PKWTT), as both groups were exposed to the same organizational policies, transparency and accountability practices, green culture, and leadership practices relevant to turnover intention. Primary data were collected at one point in time through a structured online questionnaire distributed using Google Forms. Accordingly, the study employed a cross-sectional survey design.

All constructs were specified reflectively, and their indicators were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Transparency was measured using eight indicators across three dimensions: information openness, disclosure and reporting, and information accessibility. Accountability was measured using ten indicators across five dimensions: accountability for probity and legality, managerial accountability, program accountability, policy accountability, and financial accountability. Green culture was measured using fifteen indicators across five dimensions: green values, green norms, green artifacts, management commitment to the environment, and green learning and development. Agile leadership was measured using twelve indicators across six dimensions: people energizer, team empowerer, alignment of constraints, competency development, structure growing, and continuous improvement. Turnover intention was measured using six indicators across three dimensions: thinking of quitting, intention to search for alternatives, and intention to quit. The operationalization of the research constructs is summarized in Table 1.

Table 1. Construct Operationalization

Construct	Dimensions	Items
Transparency (X1)	Information openness; disclosure and reporting; information accessibility	8
Accountability (X2)	Accountability for probity and legality; managerial accountability; program accountability; policy accountability; financial accountability	10
Green Culture (X3)	Green values; green norms; green artifacts; management commitment to the environment; green learning and development	15
Agile Leadership (Z)	People energizer; team empowerer; alignment of constraints; competency development; structure growing; continuous improvement	12
Turnover Intention (Y)	Thinking of quitting; intention to search for alternatives; intention to quit	6

Source: Research instrument developed by the authors (2026)

Data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4.0. PLS-SEM was selected because the research model included multiple latent constructs and moderating relationships and enabled the simultaneous evaluation of the measurement and structural models (Hair et al., 2022). The reflective measurement model was evaluated using outer loadings, average variance extracted (AVE), Cronbach's alpha, composite reliability, cross-loadings, the Fornell–Larcker criterion, and the heterotrait–monotrait ratio (HTMT). The structural model was evaluated using variance inflation factors (VIF), the coefficient of determination (R^2), effect sizes (f^2), predictive relevance (Q^2predict), the standardized root mean square residual (SRMR), path coefficients, t-statistics, and p-values. Moderating effects were evaluated by creating three interaction terms: transparency × agile leadership, accountability × agile leadership, and green culture × agile leadership. Hypotheses were tested using a bootstrapping procedure with 5,000 subsamples, a two-tailed test, and a 5% significance level. A relationship was considered statistically significant when the t-statistic exceeded 1.96, and the p-value was below 0.05.

RESULTS AND DISCUSSION

Respondent Profile and Descriptive Results

The study involved 86 employees of PT Green Gold Technology. Most respondents were male (68.60%), while 31.40% were female. Permanent employees (PKWTT) represented 75.58% of the respondents, whereas fixed-term contract employees (PKWT) represented 24.42%. In terms of educational attainment, 55.81% held bachelor's degrees, 23.26% held diplomas, 18.60% had completed senior high school or an equivalent level, and 2.33% held master's degrees. Regarding organizational tenure, 62.79% had worked for more than three years, 25.58% had worked for one to three years, and 11.63% had worked for up to one year.

Thus, most respondents were permanent employees with bachelor's degrees and more than three years of organizational tenure.

The descriptive results indicated that all five constructs were perceived at a moderate level. Accountability had the highest overall mean (3.111), followed by agile leadership (3.051), transparency (3.029), turnover intention (3.000), and green culture (2.871). Within transparency, the lowest-rated item concerned the clarity of work-policy information (mean = 2.988). Within accountability, the clarity of individual performance evaluation and the responsible use of organizational resources received the lowest mean scores (both mean = 3.070). The lowest-rated green-culture item concerned organizational recognition for environmentally responsible employee behavior (mean = 2.814). Within agile leadership, supervisory support when employees experienced work-related difficulties received the lowest mean score (mean = 2.965). Meanwhile, the highest-rated turnover-intention item concerned employees' plans to resign (mean = 3.070). These findings indicate that transparency, accountability, green culture, and agile leadership were present at PT Green Gold Technology but had not yet been perceived at a high level. The moderate turnover-intention score also indicates that employees had not strongly rejected or endorsed the possibility of leaving the company.

Table 2. Respondent and Construct Profile

Category	Result
Gender	Male: 59 respondents (68.60%); female: 27 respondents (31.40%)
Employment status	Permanent/PKWTT: 65 respondents (75.58%); fixed-term contract/PKWT: 21 respondents (24.42%)
Educational attainment	Bachelor's degree: 48 (55.81%); diploma: 20 (23.26%); senior high school/equivalent: 16 (18.60%); master's degree: 2 (2.33%)
Organizational tenure	More than 3 years: 54 (62.79%); 1–3 years: 22 (25.58%); up to 1 year: 10 (11.63%)
Construct means	Transparency: 3.029; accountability: 3.111; green culture: 2.871; agile leadership: 3.051; turnover intention: 3.000

Source: Survey data processed by the authors (2026)

Measurement Model Evaluation

The reflective measurement model was evaluated using outer loadings, average variance extracted (AVE), Cronbach's alpha, composite reliability, cross-loadings, the Fornell–Larcker criterion, and the heterotrait–monotrait ratio (HTMT). All measurement indicators satisfied the convergent-validity requirements. The outer loadings ranged from 0.892 to 0.952, exceeding the recommended threshold of 0.708. Specifically, the outer loadings ranged from 0.892 to 0.952 for transparency, 0.913 to 0.931 for accountability, 0.910 to 0.939 for green culture, 0.907 to 0.945 for agile leadership, and 0.915 to 0.941 for turnover intention. All indicators were therefore retained in the measurement model.

The AVE values ranged from 0.845 to 0.861, exceeding the recommended threshold of 0.50 and confirming convergent validity. Cronbach's alpha values ranged from 0.968 to 0.988, while composite reliability (rho-c) values ranged from 0.974 to 0.989. Accordingly, all constructs demonstrated satisfactory internal consistency. However, reliability values exceeding 0.95 may indicate similarity or redundancy among some indicators. All indicators were nevertheless retained because they represented substantively distinct aspects of the dimensions specified in the research instrument.

Discriminant validity was also established. Each indicator had a higher loading on its intended construct than on the other constructs in the cross-loading assessment. In addition, the square root of the AVE for each construct exceeded its correlations with the other constructs, thereby satisfying the Fornell–Larcker criterion. All HTMT values were below the threshold of 0.90. The HTMT values among the principal constructs ranged from 0.056 to 0.337, while the highest HTMT value in the complete model was 0.424. These results confirmed that the constructs were empirically distinguishable.

Table 3. Construct Reliability and Convergent Validity

Construct	Cronbach's α	rho-a	rho-c	AVE
Transparency	0.985	0.992	0.987	0.859
Accountability	0.980	0.985	0.983	0.849
Green Culture	0.988	0.989	0.989	0.854
Agile Leadership	0.974	0.984	0.978	0.845
Turnover Intention	0.968	0.969	0.974	0.861

Source: Research data processed using SmartPLS 4.0 (2026)

Structural Model and Hypothesis Testing

The structural model was evaluated using collinearity statistics, the coefficient of determination, effect sizes, predictive relevance, model fit, and path coefficients. The collinearity assessment produced VIF values ranging from 1.025 to 1.175. These values were below the threshold of 3.3 and indicated that multicollinearity did not constitute a critical problem in the structural model.

The model produced an R^2 value of 0.790 and an adjusted R^2 value of 0.771 for turnover intention. This means that transparency, accountability, green culture, agile leadership, and the three interaction constructs collectively explained 79.0% of the variance in turnover intention within the research sample. The remaining 21.0% was explained by factors outside the model. Based on the applicable PLS-SEM criterion, the R^2 value indicated substantial explanatory power. However, R^2 represents the explanatory capacity of the model within the sample and should not, by itself, be interpreted as evidence of out-of-sample predictive performance.

The Q^2predict value for turnover intention was 0.695, which was above zero and indicated predictive relevance. The predictive assessment also produced a root mean square error (RMSE) of 0.569 and a mean absolute error (MAE) of 0.408. These error values were reported as supporting predictive measures, while the positive Q^2predict value served as the principal evidence of predictive relevance.

The saturated and estimated models produced SRMR values of 0.054 and 0.055, respectively. Both values were below the threshold of 0.08, indicating an acceptable approximate model fit. Nevertheless, the SRMR results were interpreted together with R^2, Q^2predict, effect sizes, and path-coefficient results rather than as the sole indicator of model quality.

The effect-size analysis showed that transparency ($f^2 = 0.440$) and green culture ($f^2 = 0.529$) had large effects on turnover intention. Accountability ($f^2 = 0.296$) and agile leadership ($f^2 = 0.243$) had medium effects. Among the interaction constructs, transparency × agile leadership had the largest effect ($f^2 = 0.677$), followed by green culture × agile leadership ($f^2 = 0.625$); both were classified as large effects. The accountability × agile leadership interaction produced an f^2 value of 0.346 and was classified as a medium effect based on the threshold applied in the thesis.

Table 4. Direct and Moderating Effects

Hypothesis	Relationship	Coefficient	t-statistic	p-value	Decision
H1	X1 → Y	−0.311	3.975	< 0.001	Supported
H2	X2 → Y	−0.257	3.476	0.001	Supported
H3	X3 → Y	−0.337	4.461	< 0.001	Supported
H4	Z → Y	0.233	2.310	0.021	Not supported
H5	X1 × Z → Y	−0.416	4.182	< 0.001	Supported
H6	X2 × Z → Y	−0.310	3.447	0.001	Supported
H7	X3 × Z → Y	−0.405	4.998	< 0.001	Supported

Source: Research data processed using SmartPLS 4.0 (2026)

Transparency and Turnover Intention

Transparency had a negative and significant effect on turnover intention ($\beta = -0.311$, $t = 3.975$, $p < 0.001$); therefore, H1 was supported. This result indicates that higher perceived organizational transparency was associated with lower turnover intention among employees of PT Green Gold Technology. Clear information concerning organizational policies, procedures, important decisions, and performance may reduce uncertainty and help employees understand the organization’s direction.

This finding is consistent with Hofmann and Strobel (2020), who reported a negative relationship between information transparency and turnover intention. It is also partially consistent with Stofberg et al. (2022), who associated pay transparency with perceived organizational support, organizational justice, and lower turnover intention. Wati et al. (2024) similarly demonstrated the relevance of pay transparency to employee attitudes. However, the present study examined organizational transparency more broadly through openness, disclosure and reporting, and information accessibility rather than focusing exclusively on pay transparency.

In PT Green Gold Technology, transparency is particularly relevant because changes in project scope, schedules, technical requirements, and client priorities require timely and accurate communication. The descriptive results showed that information concerning work policies received the lowest transparency rating. Therefore, the company should provide an accessible policy-information channel, explain the reasons for and implications of policy changes, conduct documented briefings, and facilitate two-way communication between employees and management.

Accountability and Turnover Intention

Accountability had a negative and significant effect on turnover intention ($\beta = -0.257$, $t = 3.476$, $p = 0.001$); therefore, H2 was supported. This result indicates that greater perceived organizational accountability was associated with lower turnover intention. Clear responsibilities, performance criteria, rule enforcement, policy communication, and responsible resource management provide employees with greater certainty regarding organizational expectations and decisions.

From the perspective of Social Exchange Theory, consistent and explainable accountability practices may be perceived as reliable and fair organizational treatment, which employees can reciprocate through more positive attitudes toward the organization (Blau, 1964; Cropanzano & Mitchell, 2005). Related organizational justice research also suggests that fair and explainable organizational procedures influence employee attitudes and withdrawal-related outcomes (Colquitt et al., 2001). Thus, clear accountability can strengthen employees' confidence in how responsibilities, decisions, and consequences are managed.

The descriptive results showed that individual performance evaluation and the responsible use of organizational resources received the lowest accountability ratings. PT Green Gold Technology should therefore establish measurable performance indicators, communicate employee responsibilities and authority clearly, document performance-evaluation discussions, apply organizational rules consistently, and ensure that accountability applies to both employees and managers.

Green Culture and Turnover Intention

Green culture had a negative and significant effect on turnover intention ($\beta = -0.337$, $t = 4.461$, $p < 0.001$); therefore, H3 was supported. Among the three independent organizational factors, green culture produced the largest negative direct coefficient. This result indicates that stronger environmentally oriented organizational values and practices were associated with lower turnover intention among employees of PT Green Gold Technology.

The finding is consistent with studies that associated organizational culture with lower turnover intention (Khairunnisa & Nurdiansyah, 2024; Musa & Tawe, 2023). It is also compatible with evidence concerning environmentally oriented organizational practices and employees' willingness to remain (Lin et al., 2024; Makarim & Muafi, 2021). Furthermore, Galpin et al. (2015) argued that sustainability should be integrated into organizational culture and daily work practices rather than implemented only through isolated environmental programs.

Green culture received the lowest overall construct mean, while recognition for environmentally responsible behavior was its lowest-rated indicator. The combination of a relatively low descriptive rating and a large negative effect identifies green culture as an important area for managerial improvement. The company should strengthen employee involvement in environmental programs, provide supporting resources, recognize environmentally responsible behavior and ideas, and integrate environmental considerations into project and operational decisions.

Agile Leadership and Turnover Intention

Agile leadership had a positive and significant effect on turnover intention ($\beta = 0.233$, $t = 2.310$, $p = 0.021$). Because H4 predicted a negative relationship, the positive coefficient did not support the hypothesized direction. Therefore, H4 was not supported despite the statistically significant relationship.

This result differs from previous studies that generally associated agile leadership with beneficial organizational and employee outcomes (Aftab et al., 2022; Porkodi, 2024). In PT Green Gold Technology, agile leadership is implemented in a project-based environment characterized by changing client requirements, schedules, work priorities, and competency demands. Under these conditions, frequent adaptation may be perceived as an additional work demand when it is not accompanied by adequate assistance, workload management, recognition, and career support.

The descriptive results also support the need for cautious interpretation. Employees provided a relatively higher rating for supervisory feedback but gave the lowest agile-leadership rating to supervisory support when they experienced work-related difficulties. Thus, agile leadership may have been perceived more strongly through performance-oriented practices than through direct assistance during work difficulties. Nevertheless, workload pressure, employee support, and external employment opportunities were not directly measured in this study. These explanations should therefore be treated as theoretically plausible interpretations and examined in future research.

The Moderating Role of Agile Leadership

The interaction between transparency and agile leadership had a negative and significant effect on turnover intention ($\beta = -0.416$, $t = 4.182$, $p < 0.001$); therefore, H5 was supported. The negative interaction coefficient indicates that agile leadership strengthened the negative effect of transparency on turnover intention. Responsive leaders can help employees understand organizational changes, clarify priorities, explain the implications of decisions, and connect organizational information with daily work requirements. The interaction produced the largest effect size in the model ($f^2 = 0.677$), indicating a substantial contribution to the model's explanatory capacity. In the organizational context examined, transparency was more effective in reducing turnover intention when it was supported by responsive and communicative leadership.

The interaction between accountability and agile leadership was also negative and significant ($\beta = -0.310$, $t = 3.447$, $p = 0.001$); therefore, H6 was supported. Agile leaders can clarify responsibilities, authority, performance expectations, and resource allocation when project conditions change. Such leadership can make accountability more responsive to operational conditions without eliminating consistency and fairness. The interaction produced a medium effect size ($f^2 = 0.346$). This finding indicates that the negative effect of accountability on turnover intention became stronger when agile leadership was higher.

Finally, the interaction between green culture and agile leadership had a negative and significant effect on turnover intention ($\beta = -0.405$, $t = 4.998$, $p < 0.001$); therefore, H7 was supported. Agile leaders can translate environmental values into daily work priorities by modeling responsible behavior, supporting employee participation, allocating resources, and recognizing environmentally oriented initiatives. These practices can help ensure that green culture is perceived as an organizational commitment implemented through concrete action rather than merely symbolic statements. The interaction produced a large effect size ($f^2 = 0.625$), indicating that leadership involvement made a substantial contribution to strengthening the effect of green culture on turnover intention.

Theoretical and Managerial Implications

The findings provide context-specific evidence supporting the application of Social Exchange Theory to turnover intention. Transparency, accountability, and green culture can be perceived as favorable organizational conditions, and employees may respond to these conditions through a lower intention to leave. However, the positive direct effect of agile leadership indicates that adaptive leadership may not always be perceived as favorable when expectations for rapid adaptation and performance are not accompanied by adequate employee support. At the same time, the significant interaction effects indicate that agile leadership can strengthen the effectiveness of transparency, accountability, and green culture in reducing turnover intention. These results highlight the importance of examining leadership together with the organizational practices through which it is implemented.

For PT Green Gold Technology, employee-retention initiatives should integrate organizational transparency, accountability, green culture, and leadership support. The company should establish an accessible information channel, explain the purposes and effects of policy changes, conduct documented project briefings, establish transparent performance criteria, and provide regular feedback. Environmentally responsible behavior and employee ideas should be supported through recognition, training, participation opportunities, and adequate organizational resources. Leaders should also balance responsiveness and employee empowerment with workload management, practical assistance, recognition, and career-development discussions. Periodic employee surveys, stay interviews, exit-interview analysis, succession planning, and structured knowledge transfer may also help the company monitor turnover risks and preserve project knowledge.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Transparency, accountability, and green culture had negative and significant effects on turnover intention among employees of PT Green Gold Technology. Green culture produced the largest negative direct coefficient, followed by transparency and accountability. In contrast, agile leadership had a positive and significant direct effect on turnover intention. Because the direction of this relationship differed from the hypothesized negative direction, H4 was not supported. Nevertheless, agile leadership significantly strengthened the negative effects of transparency, accountability, and green culture on turnover intention. Its strongest moderating contribution occurred in the relationship between transparency and turnover intention.

The model explained 79.0% of the variance in turnover intention and demonstrated predictive relevance. These results provide context-specific evidence supporting the application of Social Exchange Theory, as favorable organizational practices may encourage employees to respond with a lower intention to leave. However, the positive direct effect of agile leadership indicates that adaptive leadership alone does not necessarily reduce turnover intention, particularly when expectations for rapid adaptation and performance are not accompanied by adequate employee support. Agile leadership was more effective in reducing turnover intention when it strengthened organizational transparency, accountability, and green culture.

Limitations

This study was conducted in a single project-based technical consultancy and involved 86 respondents. Therefore, the findings should be generalized cautiously to organizations with different industrial, organizational, cultural, and employment characteristics. The cross-sectional design captured employee perceptions at one point in time and consequently could not establish changes or causal relationships over time. The use of self-reported questionnaire data may also have introduced common-method and social-desirability biases.

Furthermore, the study measured turnover intention rather than actual employee resignation. It did not examine other factors that may influence turnover intention, including compensation, workload, job satisfaction, career opportunities, employee engagement, organizational commitment, work-life balance, and perceived organizational support. The possible mechanisms underlying the positive direct effect of agile leadership were interpreted from the organizational context and descriptive findings but were not directly tested in the research model.

Recommendations

Future studies should replicate the research model in mining, engineering, construction, and other project-based organizations to assess the consistency of the findings across different organizational contexts. Comparative analyses may also be conducted according to employment status, organizational tenure, job position, and project involvement. Future research should combine questionnaire data with actual turnover records, retention data, and exit-interview findings to provide a more comprehensive explanation of employees' decisions to remain in or leave an organization.

Longitudinal or mixed-method research is also recommended to examine changes in turnover intention over time and obtain a deeper understanding of employees' experiences. Future studies may incorporate compensation, workload, job satisfaction, career opportunities, organizational commitment, work-life balance, employee engagement, and perceived organizational support as additional predictors, mediators, or moderators. These variables may help explain the conditions under which agile leadership increases or reduces turnover intention.

For PT Green Gold Technology, priority should be given to improving the clarity and accessibility of information concerning organizational policies. The company should establish an accessible information channel, explain the purposes and implications of policy changes, and facilitate two-way communication between management and employees. Accountability should be strengthened through clear responsibilities and authority, measurable performance criteria, consistent evaluation, documented feedback, and responsible resource management.

The company should also strengthen green culture by involving employees in environmental initiatives, providing adequate supporting resources, and recognizing environmentally responsible behavior and ideas. Leaders should balance responsiveness, adaptation, and employee empowerment with practical assistance, manageable workloads, recognition, and career-development support. Periodic employee surveys, stay interviews, exit-interview analysis, succession planning, and structured knowledge transfer should also be implemented to monitor turnover risks and preserve organizational knowledge.

Author Contributions

M. Surya Abdi Barus contributed to the conceptualization, literature review, instrument development, data collection, data analysis, interpretation of the findings, and preparation of the original manuscript. M. Ali Iqbal contributed to research supervision, methodological review, interpretation of the findings, and critical review and revision of the manuscript. Both authors reviewed and approved the final version of the manuscript.

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