The Effect of Perceived Behavioral Control on Turnover Intention Mediated By Organizational Commitment And Transformational Leadership As A Moderating Variable at Bank Aceh Syariah of Banda Aceh

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Abstract
The purpose of this study was to see the magnitude of the influence of perceived behavioral control onturnover intentions mediated by organizational commitment and transformational leadership as a moderatingvariable at Bank Aceh Syariah company of Banda Aceh (BAS Banda Aceh). The sample taken was the BASBanda Aceh employees which amounted to 201 people. The data analysis technique used was PLS-SEM.The results indicate that perceived behavioral control affects turnover intention, perceived behavioral controlaffects commitment, commitment affects turnover intention, commitment does not mediate the perceivedbehavioral control effect on turnover intention, transformational leadership does not moderate the perceivedbehavioral control effect on turnover intention. These findings explain that the accuracy of the turnoverintention model is a function of the reinforcement of two variables, perceived behavioral control andorganizational commitment.

Keywords: perceived behavioral control, turnover intention, organizational commitment, transformational leadership

1. Introduction

Human resources (HR) is one of the important aspects in an organization or company that includes everything related to the management and utilization of humans as workers. HR plays a role in developing, maintaining, and maximizing employee potential in achieving company/organizational goals. Effective HR management can increase employee productivity, creativity, and job satisfaction, which in turn contributes to the success and competitiveness of the organization. (Gazi et al., 2024). The relationship between human resources (HR) and turnover intention (intention to leave a job) is an important topic in organizational management. Turnover intention refers to the desire or intention of employees to leave the organization where they work. Turnover intention is the tendency or thought of an employee to leave the organization where they work within a certain period of time, even though they have not taken concrete steps to leave (Tnay et al., 2013). Turnover intention refers to predictors important of actual turnover behavior (resignation or quitting) and is often used by companies to measure potential employee turnover rates.

The phenomenon that occurs is that several factors cause the intention to move, namely: the salary received by employees is still low or still not in accordance with daily needs, the work received is increasing over time or getting a lot of workload such as overtime at certain times and the level of employee promotion is not in accordance with what is expected by employees such as the level of education with the employee's position. With this workload, it has an impact on the intention to move (Dwiputra et al., 2023). Based on the annual report of Bank Aceh Syariah (BAS) company in 2023, the number of employees in 2019 was 2014 people, then in 2030 it became 2030 people, in 2021 it increased to 2032 people and in 2022 it became 2247 people, but in 2023 the number of employees of BAS decreased to 2218 people, so this is one of the problems in this study because the reduction in employees is caused by several factors such as the intention to move or other things. The graph of the number of employees at BAS Banda Aceh from 2019 to 2023 can be seen in Figure 1.
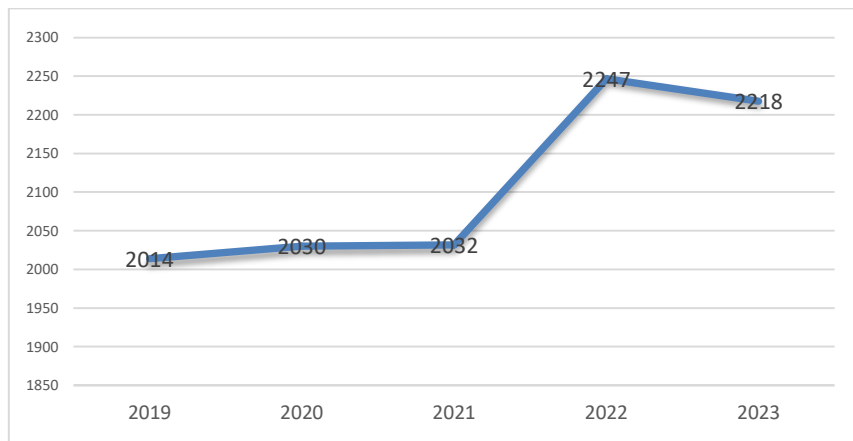
Figure 1. Number of Employees in 2019-2023

Based on Figure 1 above, the number of employees of BAS company experienced a decrease in 2023, namely from 2247 people in 2022 to 2218 people in 2023. This means that there was a reduction in employees in 2023 of 29 people consisting of 24 permanent employees and 5 trainee employees. There are several factors that can influence or cause the intention to move among them behavior control (Abet et al., 2024). Based on the results of the initial survey by interviewing employees of BAS, it was found that the phenomenon occurs in employees who feel they have no control over their work or do not have the freedom to make decisions, which can affect their job satisfaction and encourage the intention to move. If the leader is less effective or unable to create a supportive atmosphere, the control felt by employees can be more negative. One of the problems in this study is how to measure transformational leadership accurately and how it mediates the relationship between perceived control and turnover intentions. Furthermore, the problem that occurs is the difficulty in measuring and identifying exactly how organizational commitment and transformational leadership mediate the relationship between perceived behavioral control and turnover intentions.

Perceived behavioral control refers to the extent to which an individual feels able to control and execute a particular action or behavior, including their ability to stay or leave their job. Perceived behavioral control has a significant impact on employee turnover intentions. Employees who feel they have good control over their jobs and are able to overcome challenges tend to have lower intentions to leave the organization. By increasing perceived behavioral control through managerial support, training, work-life balance, and adequate resources, organizations can reduce turnover intentions and retain talented employees (Srivastava & Agrawal, 2020).

2. Literature
Turnover Intention
Turnover intention refers to an employee's desire or intent to leave their current organization or job in the near future. It is not the actual act of leaving, but rather a deliberate and conscious plan or desire that may be realized in the future. (Zhang et al., 2020) . Turnover intention is often used in human resource management research to understand the factors that influence employees' decisions to leave an organization, with the aim of reducing employee turnover rates and increasing employee retention (Gupta & Srivastava, 2020). Understanding turnover intentions is important for organizations because high turnover rates can result in additional costs associated with recruiting and training new employees, as well as hurt productivity and morale. High turnover intentions among employees can lead to decreased morale and increased stress among remaining employees (Srivastava & Agrawal, 2020). Based on the theory of planned behavior, turnover intention is one of the predictors of actual behavior to leave a job. Turnover intention is seen as a cognitive component of job leaving behavior, which is a predictor of the actual act of leaving a job (Li et al., 2021). There are several indicators for assessing turnover intention, as follows (Siddiqi et al., 2024) :

1   Considering Leaving
     Consideration of leaving a job is the initial stage in turnover intention, where employees begin to think about the possibility of leaving the organization.

2   Wanting to leave work
     Feeling compelled to quit is a more intense stage, where employees feel compelled to leave their jobs, usually due to dissatisfaction or inability to cope with working conditions.
3   Looking for a New Job
     Searching for a new job is the active stage of turnover intention, where employees begin to look for employment opportunities outside the current organization.
4   Not according to ability
     Assessing leaving is the stage where employees seriously evaluate the pros and cons of leaving the organization.
5   Depends on Working Conditions
     The decision to stay or leave a job often depends on the working conditions the employee experiences.

Perceived Behavioral Control

Perceptions of resources and opportunities available to perform a behavior, including time, money, skills, and social support. Perceived behavioral control together with attitudes toward the behavior and subjective norms shapes a person's intention to perform a behavior. This intention then becomes the main predictor of whether or not a person will perform the behavior (X. Zhu et al., 2024). Perceived behavioral control can directly influence behavior if the perceived control is very close to actual control. In other words, if a person has sufficient resources and opportunities, they may directly perform the behavior even if their intention is weak. Perceived behavioral control plays an important role in understanding and predicting human behavior, especially in contexts where individuals' control over their actions varies (Post et al., 2024). Indicators for measuring perceived behavioral control are as follows (Zhafirah & Yuldinawati, 2020) :

1   Convenience
     Ease of use is the degree of practicality and accessibility of a process, system, or tool. The easier something is to use, the more quickly people can understand it and use it effectively.
2   Controlling the Process
     Process control is the ability to monitor, evaluate, and regulate the course of a process. With good control, companies or individuals can ensure that each stage of the process runs according to plan and according to established standards.
3   Detail
     Focus on detail is attention to small or specific aspects of a job or process.
4   Developing Work
     Developing work means creating opportunities for improvement or development in work.
5   Have a Chance
     Having opportunities means having the chance to grow, whether in terms of career growth, personal development, or business expansion.

Commitment Organization

Organizational commitment is the degree to which an individual desires to remain a member of an organization because of positive feelings toward the organization, such as pride, loyalty, and identification with the organization's values. Organizational commitment can also mean an individual's attachment to an organization because of the costs involved in leaving the organization, such as time, investment, or reputation that has been built (Din et al., 2024). Organizational commitment also includes the degree to which individuals trust their organization, leaders, and coworkers, and their belief that the organization will meet their needs and expectations (D. Zhu et al., 2024). Organizational commitment means an individual's desire to maintain their working relationship with the organization over a long period of time, indicating a desire to remain loyal and work with the organization (Yang & Li, 2023). Organizational commitment is very important because it can affect employee behavior and performance, employee retention, and overall organizational productivity. Employees who have a high level of commitment tend to be more enthusiastic, more dedicated, and more motivated to contribute to the success of the organization (Thao et al., 2024). There are several indicators for assessing organizational commitment, namely as follows (D. Zhu et al., 2024) :

1. Feeling that organizational problems are one's own problem
   This reflects the level of personal responsibility and involvement in organizational matters, indicating that employees consider the interests of the organization as their own.
2. Feel like "part of the family" in the organization
   This shows a sense of family and emotional closeness with other members of the organization, creating a strong bond.
3. Feeling "emotionally attached" to the organization
   This reflects the depth of the emotional connection between employees and the organization, which influences motivation and loyalty.
4. Organizations have great personal meaning.
   This shows how important the organization is to employees personally, both in terms of identity and personal satisfaction.
5. Feeling a strong sense of ownership towards the organization: This indicates a strong feeling of attachment and ownership, where employees feel like they are an integral part of the organization.

Leadership Transformational

Transformational leadership is a leadership style in which leaders motivate their followers by raising their awareness of the importance of work outcomes, encouraging them to put group interests above personal interests, and helping them reach their full potential (Pham et al., 2024). Transformational leaders are able to inspire and motivate their followers with a strong and passionate vision. They are able to ignite passion in their team to achieve common goals. (Saif et al., 2024) . Transformational leadership can play an important role as a mediator in the relationship between perceived behavioral control (perceived behavioral control) and turnover intention. Transformational leaders can transform employees' sense of control over their jobs into strong motivation and commitment to the organization, which in turn can reduce their intention to leave. Effective leaders will strive to develop employees' potential and create a supportive environment, which can strengthen their sense of attachment to the organization and reduce their desire to leave. (Hermanto et al., 2024) . There are several indicators to measure transformational leadership, as follows (Saif et al., 2024) :

1. Communication effectiveness, is the ability to convey information clearly and accurately to others.
2. Support Staff, means providing moral support, resources, or guidance to employees so they can perform optimally.
3. Recognition, is a form of appreciation for employee achievements or contributions. Consistent and sincere recognition can increase motivation, strengthen loyalty, and help employees feel valued in the organization.
4. Building Trust, means creating an environment where employees feel safe, valued, and confident in the organization's leadership.
5. Encouraging Thinking, is a way to motivate staff to think critically, creatively, and find solutions.
6. Clear about Organizational Values, means ensuring that everyone in the organization understands, accepts, and applies the organization's core values in their daily work.
7. Instilling a Sense of Pride, means making employees feel proud to be part of the organization.
8. Articulating the Vision, is a leader's ability to clearly describe the organization's vision and inspire others to support that vision. A clear vision provides direction and motivation for the entire team.
9. Confidence, is an attitude of self-confidence and trust in the ability to achieve goals.

A conceptual framework is a conceptual structure used to design, understand, and explain a phenomenon or problem. A framework serves as a theoretical or conceptual *basis* that guides research or analysis of a particular topic or problem. A framework identifies key concepts that are relevant to the topic or problem being studied. These concepts can be theories, models, or variables that have been previously studied or are directly related to the research topic. A framework explains the relationships between relevant concepts in the context of the phenomenon or problem being studied. This helps illustrate how the concepts are related to each other and how employees contribute to the understanding of the topic. Based on the relationship between variables, the framework of thought in this study can be seen in Figure 2.

Research Framework

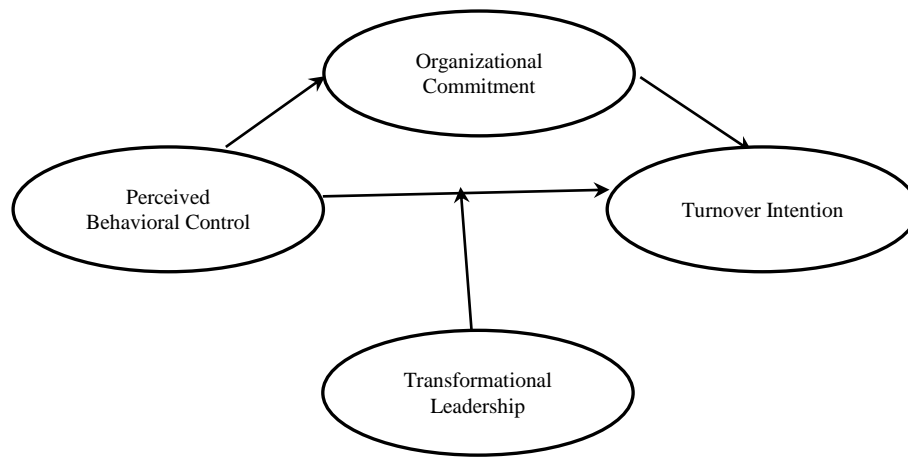The research framework and hypotheses in this research are as follows

Figure 2. Research Framework

H1: perceived behavioral control affects turnover intention
H2: perceived behavioral control affects commitment
H3: commitment affects turnover intentions
H4: commitment mediates the perceived behavioral control effect on turnover intention
H5: transformational leadership moderates the perceived behavioral control effect on turnover intention

3. Method

The researcher conducted direct research at Bank Aceh Syariah of Banda Aceh (BAS Banda Aceh). The focus areas of the study include perceived behavioral control, turnover intention, organizational commitment, and transformational leadership. The population comprised 206 employees of BAS Banda Aceh. However, due to time constraints faced by several directors and officials, they were excluded from the sample, resulting in a total of 201 respondents. Data collection was carried out using a questionnaire. To convert the qualitative data gathered from the questionnaire into quantitative data, a Likert scale was employed. The questionnaire was designed with question categories assigned scores ranging from 1 to 5, as per the guidelines of (Arikunto, 2019:66). To evaluate the hypothesis, this study employs Partial Least Squares-Structural Equation Modeling (PLS-SEM). The advantage of PLS-SEM in management research lies in its capacity to confirm the dimensions of widely utilized concepts or factors, as well as its effectiveness in measuring the impact of theoretically established relationships (Ferdinand, 2014).

4. Result

Direct Effect

After all assumptions have been met, the structural model test was applied to see the causal relationships as shown in Figure 3 below.
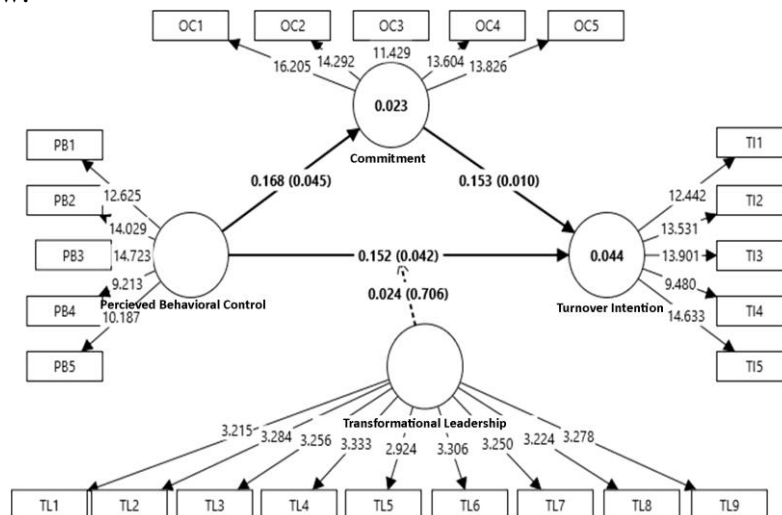

Figure 3. Structural Model

The results of the direct influence test in this study are shown in Table 1 below.

Table 1, Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistik (|O/STDEV|)	P values
Commitment -> Turnover Intention	0.153	0.169	0.059	2.588	0.010
Perceived Behavioral Control -> Commitment	0.168	0.180	0.084	2.006	0.045
Perceived Behavioral Control -> Turnover Intention	0.152	0.156	0.075	2.029	0.042

Mediation Effect

There is 1 (one) mediation hypothesis to test the indirect effect in this study, namely: Testing the mediation or indirect hypothesis uses Bootstrapping as shown in Table 2.

Table 2. Mediation Effect

	Original Sample (O)	Mean (M)	Standard Deviation (STDEV)	T statistik (|O/STDEV|)	P values
Perceived Behavioral Control -> Commitment -> Turnover Intention	0.026	0.030	0.018	1.424	0.155

Moderation Effect

There is 1 (one) moderation hypothesis, and the result can be seen in Table 3 below.

Table 3. Moderation Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistik (|O/STDEV|)	P values
Transformational Leadership x Perceived Behavioral Control -> Turnover Intention	0.024	0.021	0.063	0.377	0.706

Hypothesis Result Conclusion

Hypothesis test results are shown in Table 4 below.

Table 4. Testing Conclusion

Hypothesis	Original Sample	T statistik	P values	Result
H1 : Perceived Behavioral Control -> Turnover Intention	0.152	2.029	0.042	accepted
H2 : Perceived Behavioral Control -> Commitment	0.168	2.006	0.045	accepted
H3 : Commitment -> Turnover Intention	0.153	2.588	0.010	accepted
H4 : Perceived Behavioral Control -> Commitment -> Turnover Intention	0.026	1.424	0.155	Rejected
H5 : Transformational Leadership x Perceived Behavioral Control -> Turnover Intention	0.024	0.377	0.706	Rejected

Discussion

H1 (Accepted): Perceived Behavioral Control on Turnover Intentions

The findings reveal that perceived behavioral control significantly positively affects turnover intention. This is in line with Abet et al. (2024) stated that perceived behavioral control influences turnover intention. Employees who feel they have high behavioral control in their jobs often feel that they have choices and control over their decisions to change jobs. They feel more able to organize and plan their steps, including seeking new opportunities or other jobs that better suit their needs or aspirations. When someone feels that they have control over their situation, they are more likely to feel comfortable making big decisions, such as changing jobs.

Perceived behavioral control has a significant influence on turnover intention because it provides individuals with a sense of control, confidence, and ability to plan and make major decisions in their lives, including changing jobs. When individuals feel that they have the ability to overcome external obstacles and take advantage of available opportunities, they are more likely to pursue job opportunities that are better or more in line with their goals and needs. In other words, perceived behavioral control provides a strong sense of control that motivates individuals to make major decisions, including changing jobs.

H2 (Accepted): Perceived Behavioral Control on Organizational Commitment

The findings show that perceived behavioral control significantly positively affects organizational commitment. This is in line with Abet et al. (2024) stated that perceived behavioral control influences turnover intention. When employees feel they have high behavioral control in their jobs, they tend to feel more empowered and competent in performing their tasks. This can increase their self-confidence and job satisfaction. When individuals feel that they have more control over their jobs and can contribute more effectively, they will feel more involved and emotionally attached to the organization. This has the potential to strengthen organizational commitment because they feel that they can provide meaningful value and contribution.

Employees feel that they have control over their work and can make decisions that impact their work outcomes, which often increases job satisfaction and a sense of belonging to the organization. Perceived behavioral control allows employees to feel that they can manage their work in a way that suits their abilities. When they feel they are able to manage their work well, they feel more committed to the organization and are more motivated to stay. This increases their organizational commitment.

H3 (Accepted): Organizational Commitment Against The Intention To Move

The findings explain that organizational commitment significantly positively affects turnover intention. This is in line with Li et al. (2021) stated that organizational commitment influences turnover intentions. This is because individuals who have very high organizational commitment may feel trapped in the organization and want to move as a way to find better opportunities or to gain broader experience elsewhere. Being overly committed can make someone feel excessively tied to their job or responsibilities, leading to a desire for refreshment or new challenges.. For example, an employee who is highly committed to their organization may feel pressured by very high expectations, so they feel that changing jobs is an option to achieve work-life balance or seek more balanced opportunities.

Although organizational commitment is usually associated with a desire to remain, there are certain situations in which high levels of commitment to an organization can have a positive effect on turnover intentions. This is especially true when individuals feel trapped, frustrated, or constrained by the limitations of the organization despite their emotional or moral attachment to their workplace. The desire to seek better opportunities, whether in terms of self-development, work-life balance, or personal satisfaction, can drive turnover decisions even if they are highly committed to the organization they work for.

H4 (Rejected): Commitment Mediates Perceived Behavioral Control Effect on Turnover Intention
The findings indicate that commitment does not mediate the relationship between perceived behavioral control and turnover intention. This finding contradicts Nisak & Sujianto (2022), who suggested that perceived behavioral control positively influences turnover intention through the mediation of organizational commitment. However, the findings from hypotheses H1 and H3 demonstrate that both perceived behavioral control and commitment significantly affect turnover intention directly. This suggests that perceived behavioral control can influence turnover intention without relying on commitment as a mediator. Nevertheless, commitment itself can be a direct predictor with a significant impact on turnover intention. Therefore, it is evident that, at BAS Banda Aceh, commitment does not serve as a mediating factor within this research model.

Perceived behavioral control focuses on individuals' perceptions of their abilities and constraints in performing an action, such as changing jobs. This includes factors such as job opportunities, financial ability, and the availability of resources to move. Perceived behavioral control may be more related to external, rational factors (such as job opportunities, career advancement opportunities, or financial constraints), whereas organizational commitment is more related to the emotional connection and personal values toward the organization. In other words, even if someone has high control to move (e.g., they feel they have many options or resources), they may still feel emotionally attached to the organization because of their strong commitment. Conversely, if someone feels they have low control (e.g., they feel they have no other options), they may stay even if they do not feel strongly committed to the organization.

Organizational commitment may not always have a significant effect on perceived behavioral control on turnover intentions. For example, an individual with high behavioral control may plan to change jobs without first mediating with organizational commitment. They may not feel emotionally attached to the organization, or they may feel that they have many better options. Perceived behavioral control is more related to an individual's perception of their ability to move or make changes in their situation, whereas organizational commitment focuses on emotional attachment and personal values to the organization.

H5 (Rejected): Transformational Leadership Moderates Perceived Behavioral Control Effect on Turnover Intention
The findings indicate that transformational leadership does not significantly moderate the relationship between perceived behavioral control and turnover intention. In contrast, the results of Hypothesis 1 demonstrate that perceived behavioral control has a direct and substantial impact on employees' turnover intentions. Although existing theories propose that transformational leadership might either enhance or diminish this relationship, our study's results suggest otherwise. When employees perceive a sense of control over their work—characterized by their ability to complete tasks, manage their time, and make independent decisions—they are more inclined to pursue new and challenging opportunities, feeling confident in their capacity to address work-related challenges. However, in this research, the attributes of transformational leadership, such as inspiration, motivation, individual attention, and support for development, do not amplify or lessen the positive effect of perceived behavioral control. Consequently, within the context of a

transformational leader at BAS Banda Aceh, employees do not feel more valued or motivated. Thus, the perception of high control primarily influences turnover intention through its direct effects.

Transformational leadership focuses more on the motivation and inspiration given by leaders to their followers. Transformational leaders encourage innovation, change, and higher emotional involvement from their followers. However, although this leadership can affect individual performance and motivation, its effects may not always directly affect turnover intention which is influenced by perceived behavioral control (Wandani & Sunaryo, 2022). Perceived behavioral control is the extent to which individuals feel that they have the ability and resources to perform a particular action. This influence is more rational and cognitive in nature than the emotional and inspirational nature of transformational leadership. In this regard, transformational leadership does not always have a direct relationship with an individual's perception of the ease or difficulty of performing the action, which is related to perceived behavioral control. The reason transformational leadership may not moderate the indirect effect of perceived behavioral control on turnover intentions is related to the different nature of the two variables. Transformational leadership is more emotional and inspirational in nature, while perceived behavioral control is related to cognitive and practical aspects. Transformational leadership may not be enough to change an individual's perception of their ability to act in a more rational or situational context, such as changing jobs.

5. Conclusion

The results revealed that perceived behavioral control affects turnover intention, perceived behavioral control affects organizational commitment, organizational commitment affects turnover intention, organizational commitment does not mediate the perceived behavioral control effect on turnover intention, and transformational leadership does not moderate the perceived behavioral control effect on turnover intention. These findings explain that the accuracy of the turnover intention model is a function of the reinforcement of two variables, perceived behavioral control and organizational commitment. These findings academically reinforce previous theories, and the model explains that there are some inconsistencies (two hypotheses are rejected). These results can serve as a basis for future research, particularly related to the scope of this study. Research limitations lie in the scope of the three variables studied and the subject. Several recommendations derived from the survey results for the research subject are as follows.

1) Focus training for leaders to develop a leadership style that not only motivates but also ensures that employees feel continuously valued and have room to grow within the organization. Clear career development and opportunities for growth can reduce turnover intentions.
2) Organizations should give employees more control over their work by increasing autonomy in tasks, decision-making, and time management. This will not only increase job satisfaction but also reduce turnover intentions.
3) Organizations need to ensure that employees feel that their commitment is valued by appreciating their contributions and providing appropriate incentives. For example, providing appropriate recognition and opportunities for employees to see their career paths within the organization.

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