

Analysis of the Effect of Organizational Transformation of PT. PLN (Persero) on Turnover Intention with Employee Engagement as Mediation

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Abstract

Organizational transformation at PT PLN (Persero) has brought significant challenges for employees, particularly those who have long been settled in one area. Sudden transfers to distant locations have created difficulties in adaptation, resulting in a loss of stability and comfort for employees who have established family lives in their previous locations. These conditions contribute to decreased work motivation and heightened emotional stress, especially for employees who must leave their families behind. This study aims to analyze the impact of organizational change on employees' turnover intention and to provide strategic recommendations for reducing turnover rates. A quantitative research design was adopted, employing structural equation modeling (SEM) with the assistance of SmartPLS 4.0 to analyze the relationships between organizational change, employee adaptation, emotional well-being, and turnover intention. Data were collected through surveys distributed to employees who had experienced inter-regional transfers. Preliminary findings indicate that emotional stress and lack of support during the transition period significantly increase turnover intention. Furthermore, employees who receive minimal preparation or relocation support tend to exhibit lower job satisfaction and engagement. The study suggests that PT PLN (Persero) should implement comprehensive transition programs, including psychological support, family relocation assistance, and proactive communication strategies to reduce negative impacts. The implications of this study provide valuable insights for organizational leaders in managing change effectively while maintaining employee morale, loyalty, and overall organizational performance.

Keywords: Organizational transformation, turnover intention, employee engagement

INTRODUCTION

Several pressing issues have triggered the need for transformation. Growing electricity demand requires increased capacity, while integrating renewable sources such as solar and wind presents both opportunities and challenges for PLN's infrastructure (Kementerian ESDM, 2020; Wijayanti et al., 2021). Technological advances in smart grids and energy storage offer the potential for optimal operations, but require a workforce equipped to effectively leverage these technologies. Additionally, the shift to a more customer-centric approach requires a renewed focus on responsiveness and service quality. Finally, the evolving policy environment demands adaptation to ensure continued success and compliance (Hadiyanto & Saputra, 2020; IEA, 2021). These interrelated challenges have sparked a spark of change within PLN, propelling the organization towards a transformative journey (*PT PLN Persero*, 2024).

This transformation is not simply about adapting to technological advancements or integrating greener energy sources (Yuliani et al., 2022). It is a multi-pronged effort focused on ensuring Indonesia's sustainable energy future while also cultivating a thriving and engaged

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workforce. At the heart of this transformation lies a crucial question: how will this journey impact the human element—PLN's employees? Employee engagement and turnover intention are two key metrics that will be significantly impacted by the transformation. Employee engagement refers to employees' dedication and investment in their work. A highly engaged workforce is a sign that a company is on the right track, with employees feeling energized, motivated, and connected to their roles. Conversely, high turnover intention indicates workforce dissatisfaction, potentially leading to employee turnover and the loss of valuable skills (Holbeche, 2018).

However, sudden organizational transformation, although necessary for growth and adaptation, can be detrimental to employee engagement. The rapid organizational transformation at *PT PLN (Persero)* has had various impacts on employees, especially those who have worked in an area for a long time. Sudden transfers to other areas far from their previous residences have caused many employees to have difficulty adapting. Employees who have built family lives in their home areas feel a loss of stability and comfort, resulting in decreased work enthusiasm. This change also creates a great emotional burden, especially for employees who have to leave their families to carry out duties in new locations. In addition, this organizational transformation also affects the professionalism aspect of employees. Several employees who have worked in one division for years were transferred to completely new divisions or areas of work that they did not master. Not knowing this new task made them feel insecure and have difficulty contributing optimally. This situation worsened the level of work stress and increased the risk of errors in carrying out tasks, which ultimately affected the overall productivity of the organization. This condition also caused widespread demotivation among *PT PLN (Persero)* employees. They feel underappreciated because their previous work experience is considered less relevant in the new position given. Employees who experience transfers not only face professional challenges, but also feel a loss of belonging to the company. The accumulation of these problems can increase the risk of turnover intention, because employees feel there is no guarantee of career stability or appreciation for their contributions over the years.

This can happen when a company suddenly shifts its focus from traditional methods to a fully digital system. This rapid change can leave employees feeling overwhelmed and lost (Kishore et al., 2022). They may struggle to adapt to new technologies and workflows, leading to feelings of inadequacy and frustration. In addition, a lack of clear communication about the goals of the transformation and its potential impacts can trigger anxiety and feelings of being left behind. This disengagement can manifest as decreased morale, decreased productivity, and increased turnover intentions. Employees may begin actively seeking new opportunities that offer stability and a sense of control over their work environment. Employee engagement plays a critical role in mitigating turnover intentions, which is an employee's desire to leave their position (Srivastava & Agrawal, 2020). A highly engaged workforce feels passionate, valued, and connected to their work. They are more likely to see a long-term future in the organization and contribute their skills and knowledge to the organization's success. In contrast, disengaged employees feel uninspired, unchallenged, or unsupported (Lundmark, Nordin, Yepes-Baldó, Romeo, & Westerberg, 2021). This lack of connection can cause them to actively seek new opportunities elsewhere, resulting in increased turnover intentions and the potential loss of

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valuable skills to the organization. By creating a work environment that encourages engagement, PLN can foster a sense of loyalty and belonging among its employees, reducing the likelihood of them seeking employment elsewhere.

This is supported by a study conducted by Georgiades (2015) to investigate the negative relationship between 'organizational change' and 'turnover intention' among 1,332 employees in Greece from various companies using quantitative methods in the form of SEM. This research yields the finding that organizational change has a negative effect on employee engagement. This is in line with Albrecht et al. (2022), whose aim was to validate the influence of 'organizational change' and 'turnover intention.' The research was conducted on 201 employees in Melbourne, Australia, using quantitative methods through the help of SmartPLS software. The results of this study conclude that organizational change has a negative effect on employee engagement. However, Lundmark et al. (2021), who explained the relationship between 'employee engagement' and 'turnover intention,' found no significant effect. The study was conducted on 226 employees in Spain and Sweden using the quantitative method with the help of Structural Equation Modeling (SEM) software. From this study, it was found that organizational change has a positive effect on turnover intention. Meanwhile, Naufer & Kumar (2020), focusing on the influence of 'employee engagement' on 'turnover intention,' conducted research on 250 employees of Third Space Global (*Pvt Limited*) using the quantitative method through SmartPLS software. Based on the research conducted, it was found that employee engagement has a negative and significant effect on turnover intention.

The purpose of this study is to analyze the effect of organizational change on employee engagement and turnover intention of *PT PLN (Persero)* employees and to analyze the effect of employee engagement on turnover intention, in order to formulate the right strategy to reduce employee turnover intention. This study can provide important information regarding the condition of organizational change carried out by *PT PLN (Persero)* and its effect on turnover intention, along with recommendations for improvements that can be taken to improve existing conditions. The recommendations given can be used as considerations in compiling preventive and corrective programs to reduce employee turnover intention. In addition, this study can be used as an initial description for companies and further research to develop and implement it in order to create a healthy work environment in a sustainable manner.

METHOD

This research was conducted systematically through a series of stages, starting from identifying problems to formulating strategic solutions. The main problem addressed was the high level of turnover intention among *PT PLN (Persero)* employees, which was analyzed through interviews and internal company data. Furthermore, the research was based on the theoretical foundations of organizational change, employee engagement, and turnover intention, which constituted the conceptual framework. Data collection was carried out using quantitative methods by distributing questionnaires relevant to the indicators of the theory. After the data was collected, a preparation process was conducted, including editing, coding, and data cleaning to ensure data quality. The data were then analyzed using the regression method with the help of the *SPSS* program to identify the relationship between variables. The next stage was hypothesis testing to determine the significant influence between the variables

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studied. The results of this analysis were then used to formulate strategic recommendations for reducing turnover intention by increasing employee engagement and managing organizational change more effectively. This study attempts to describe the problems that occur in the company using a survey research method. The researcher used correlation and regression tests with the *Structural Equation Modeling* method and *SmartPLS 4.0* software for statistical analysis, to determine the relationship and significance of the influence between organizational change variables on employee engagement and turnover intention. This study was conducted by taking a sample of 250 *PT PLN (Persero)* employees who were married and had a residence at the assignment location.

RESULTS AND DISCUSSION

Outer Model Test

Figure 1 shows the outer model which shows the relationship between the constructs and the indicators of each variable.

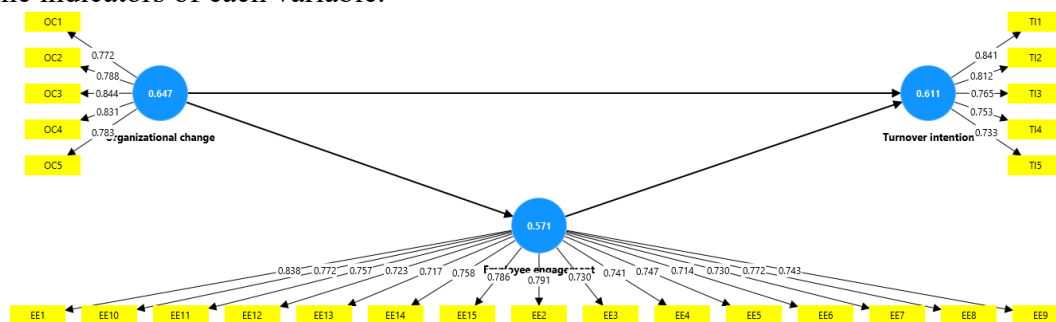


Figure 1. Outer Model Test
Source: SmartPLS 4.0 (2025)

Convergent Validity Test

The results of the convergent validity test are as follows:

Table 1. Convergent Validity Test Results

Variables	Indicator Code	Outer Loading	AVE	Information
Organizational change	OC1	0.772	0.611	Valid
	OC2	0.788		Valid
	OC3	0.844		Valid
	OC4	0.831		Valid
	OC5	0.783		Valid
Employee engagement	EE1	0.838	0.571	Valid
	EE2	0.791		Valid
	EE3	0.730		Valid
	EE4	0.741		Valid
	EE5	0.747		Valid
	EE6	0.714		Valid
	EE7	0.730		Valid
	EE8	0.772		Valid
	EE9	0.743		Valid
	EE10	0.772		Valid
	EE11	0.757		Valid
	EE12	0.723		Valid
	EE13	0.717		Valid
	EE14	0.758		Valid

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Variables	Indicator Code	Outer Loading	AVE	Information
	EE15	0.786		Valid
Turnover intention	TI1	0.841	0.611	Valid
	TI2	0.812		Valid
	TI3	0.765		Valid
	TI4	0.753		Valid
	TI5	0.733		Valid

Source: SmartPLS Analysis Data (2025)

The convergent validity test aims to ensure that the indicators used to measure a variable actually measure the intended construct. Based on the results obtained, all indicators in the Organizational Change, Employee Engagement, and Turnover Intention variables show outer loading values of more than 0.7, indicating that these indicators have good convergent validity. In addition, the Average Variance Extracted (AVE) value for each variable is also greater than 0.5, indicating that these variables can explain more than 50% of the variance of the measured indicators, which also indicates adequate convergent validity. In the Organizational Change variable, all indicators (OC1 to OC5) have significant outer loading values and an AVE of 0.611, indicating good validity. Likewise with the Employee Engagement variable, although some indicators such as EE7 to EE15 do not have an AVE value, the outer loading values for these indicators remain above 0.7, so they can still be considered valid. For the Turnover Intention variable, all indicators (TI1 to TI5) also show significant outer loading values and an AVE of 0.611, indicating good convergent validity. Overall, the results of this convergent validity test indicate that all indicators in the three variables are valid and can be relied on to measure the intended construct.

Discriminant Validity Test

Discriminant validity in this study was carried out by testing the Heterotrait-Monotrait Ratio (HTMT). The assessment of the Heterotrait-Monotrait Ratio (HTMT) criteria for preliminary instrument data can be seen from the following table:

Table 2. Results of Discriminant Validity Test with HTMT

	Employee engagement	Organizational change	Turnover intention
Employee engagement			
Organizational change	0.703		
Turnover intention	0.861	0.756	

Source: SmartPLS Analysis Data (2025)

The discriminant validity test using the HTMT (Heterotrait-Monotrait Ratio) method aims to test the extent to which different variables in the research model differentiate each other. A low HTMT value indicates that the variables have good discrimination, that is, they measure significantly different constructs. In the context of this study, the HTMT results indicate the values between the variables being tested. The HTMT value between Employee Engagement and Organizational Change is 0.703, which is below the threshold of 0.85, indicating that the two variables have good discrimination and can be distinguished from each other. Furthermore, the HTMT value between Employee Engagement and Turnover Intention is 0.861, which is slightly higher but still below the recommended limit (0.90). This indicates a fairly strong relationship between the two variables, although they can still be considered different in measuring separate constructs. Finally, the HTMT value between Organizational Change and

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Turnover Intention is 0.756, which is also below the critical threshold, indicating that both can also be distinguished well. Overall, the HTMT value obtained indicates that the three variables in this model have adequate discriminant validity, because the HTMT value does not exceed the recommended threshold, meaning that each variable can distinguish itself significantly from the other variables.

Construct Reliability

After conducting the convergent validity and discriminant validity testing process, the answers obtained from the questionnaire will be tested for their level of reliability using composite reliability and Cronbach's Alpha values. The following are the results of the reliability test:

Table 3. Reliability Test Results

Variables	Cronbach Alpha	Composite Reliability (Rho c)	Information
Organizational change	0.863	0.901	Reliable (>0.7)
Employee engagement	0.946	0.952	Reliable (>0.7)
Turnover intention	0.840	0.887	Reliable (>0.7)

Source: SmartPLS Analysis Data (2025)

The results of the reliability test indicate that all variables tested in this study have a very good level of reliability. Based on the Cronbach Alpha and Composite Reliability (Rho c) values obtained, the three variables show numbers greater than 0.7, which means that the indicators used to measure these variables are reliable and consistent. For the Organizational Change variable, the Cronbach Alpha value of 0.863 and the Composite Reliability of 0.901 indicate that this variable has very good reliability and meets the recommended reliability criteria (>0.7). Likewise, the Employee Engagement variable with a Cronbach Alpha value of 0.946 and a Composite Reliability of 0.952 shows an extraordinary level of reliability, indicating very high internal consistency in measuring this variable. Finally, the Turnover Intention variable also shows good reliability with a Cronbach Alpha value of 0.840 and a Composite Reliability of 0.887, indicating that this variable can also be relied on to measure the intention to quit. Overall, the results of this reliability test indicate that the three variables in this study have strong internal consistency, and the measuring instrument used can be trusted for further research.

Inner Model

The inner model test in this study was conducted by measuring the path coefficient or bootstrapping which simultaneously measures the level of significance of each hypothesis in the study. Before measuring the patch coefficient or bootstrapping, the researcher conducted a multicollinearity test (inner VIF), and a model test (f2, R2 and Q2)

VIF – Variance Inflation Factor (Multicollinearity Test)

The multicollinearity test aims to determine the correlation between independent variables in a regression model by testing the value of the Variance Inflation Factor (VIF) coefficient. A good value for the Variance Inflation Factor (VIF) for each variable is less than 5. Table 4 shows the value of the Variance Inflation Factor (VIF):

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Table 4. Inner VIF

Information	VIF	Information
Employee engagement -> Turnover intention	1,697	There is no multicollinearity (<5)
Organizational change -> Employee engagement	1,000	There is no multicollinearity (<5)
Organizational change -> Turnover intention	1,697	There is no multicollinearity (<5)

Source: SmartPLS 4.0 Data Processing (2025)

The results of the Variance Inflation Factor (VIF) analysis indicate that there is no multicollinearity problem in this research model. The VIF value is used to measure whether there is a strong relationship between independent variables that can cause multicollinearity, which can affect the accuracy of the regression parameter estimation. Based on the results obtained, the VIF value for the relationship between Employee Engagement and Turnover Intention is 1.697, which is far below the threshold of 5, indicating that there is no multicollinearity between the two variables. Likewise, the VIF value for the relationship between Organizational Change and Employee Engagement is 1.000, indicating that there is no multicollinearity problem, because this low VIF value indicates that the variables are not excessively correlated with each other. In addition, the VIF value for the relationship between Organizational Change and Turnover Intention is also 1.697, indicating that there is no multicollinearity, with a VIF value that is still far below the recommended threshold value. Overall, these results indicate that this research model is free from multicollinearity problems, and the relationships between independent variables can be analyzed well without interference from high correlations.

R Square

After processing the actual data on SmartPLS 4.0 with 160 respondents, this study obtained the results of the model testing according to table 4.13. Cohen's guidelines suggest that a small effect size is 0.02 to 0.15, a medium effect is 0.15 to 0.35, and a large effect is more than 0.35.(Hair et al., 2021).

Table 5. R Square

Variables	R square	Size
Employee engagement	0.411	Large
Turnover intention	0.636	Large

Source: SmartPLS 4 data processing (2025)

The results of the R Square analysis show that this research model has a significant value for both variables tested, namely Employee Engagement and Turnover Intention. For the Employee Engagement variable, the R Square value obtained is 0.411, which indicates that 41.1% of the variance in Employee Engagement can be explained by the Organizational Change variable in this model. Based on the existing criteria, this value is included in the large category, which means that this model can explain most of the changes that occur in the Employee Engagement variable.

Meanwhile, for the Turnover Intention variable, the R Square value obtained is 0.636, which means that 63.6% of the variance in the intention to quit can be explained by the Organizational Change and Employee Engagement variables. This R Square value is also included in the large category, indicating that this model has considerable power in explaining changes that occur in Turnover Intention. Overall, these results indicate that both variables in this model have a strong relationship with the independent variables, and the model is able to explain significant variance for both variables analyzed.

Predictive Relevance (Q²)

For the Q² effect size, a value of 0.02 to 0.15 is considered small, 0.15 to 0.35 is considered medium, and 0.35 or greater is considered large. Based on the calculation results with blindfolding as seen in table 6 below.

Table 6. Q Square

Variables	Q square	Size
Employee engagement	0.222	Currently
Turnover intention	0.377	Big

Source: SmartPLS 4 data processing (2025)

The results of the Q Square analysis show how well the model reproduces the observed data variance, which provides an indication of the model's predictive quality. For the Employee Engagement variable, the Q Square value obtained is 0.222, indicating that this model has moderate predictive ability in explaining the variance of Employee Engagement. This value is included in the Moderate category, meaning that the model can replicate some of the variance in the data, but there is still room for improvement in terms of predicting this variable.

Meanwhile, for the Turnover Intention variable, the Q Square value obtained is 0.377, which indicates that this model has better predictive ability with the Large category. With this value, the model can fairly well replicate the variance in the data and provide relatively accurate predictions for Turnover Intention. Overall, these results indicate that the model has adequate predictive quality for the Turnover Intention variable, but still needs improvement in terms of prediction for Employee Engagement.

Table 7. Hypothesis Test Results

Hypot heisis	Variable Relationship	Path coefficients	t-statistic >1.96	P-value <0.05	Conclusion
H1	Organizational change has a negative impact on employee engagement of PT PLN (Persero) employees	0.263	2,152	0.031	Supported
H2	Organizational change has a positive effect on the turnover intention of PT PLN (Persero) employees	-0.641	8,895	0,000	Supported
H3	Employee engagement has a negative effect on turnover intention of PT PLN (Persero) employees	-0.603	5,044	0,000	Supported

Source: SmartPLS 4.0 Data Processing (2025)

Hypothesis 1 states that organizational change has a negative effect on employee engagement of PT PLN (Persero) employees. Based on the test results, the path coefficient obtained is 0.696 with a t-statistic of 8.622 and a p-value of 0.000. Because the t-statistic is greater than 1.96 and the p-value is less than 0.05, hypothesis 1 is supported. This shows that organizational change has a negative and significant effect on employee engagement. Based on the Resource-Based View (RBV) theory, it is emphasized that employee capabilities and competencies, which can be developed through training and development, are a source of sustainable advantage for organizations. (Wheelen & Hunger, 2012). High levels of employee engagement can be achieved through comprehensive career development programs, including technical training relevant to their jobs. Effective technical training not only improves employees' functional skills, but also strengthens their commitment to the organization by providing clear and measurable career development opportunities. This is in line with the High-

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Performance Work Systems (HPWS) model, which places employee training and development as a key element in improving engagement and performance.(David, David, & David, 2023).

To reduce turnover intention, PT PLN (Persero) needs to increase employee engagement by providing more career development opportunities. This can be done by organizing regular training programs that focus on improving technical and soft skills. Training programs such as certification of expertise in renewable energy or project management can give employees more confidence in their work and expand career opportunities in the company. In addition, the company can create a clear career path, where employees know the steps needed to get a promotion or job rotation. To provide a higher sense of ownership of their work, PT PLN (Persero) can introduce a mentoring initiative, where senior employees mentor junior employees. This program can increase their sense of involvement and loyalty to the company.

Hypothesis 2 states that organizational change has a negative effect on turnover intention of PT PLN (Persero) employees. The results of the hypothesis test show a path coefficient value of 0.650, a t-statistic value of 7.179, and a p-value of 0.000. Because the t-statistic value is greater than 1.96 and the p-value is less than 0.05, hypothesis 2 is supported. Thus, it can be concluded that organizational change has a negative and significant effect on turnover intention. According to Lewin's theory regarding the three-stage change model (unfreeze-change-refreeze), it emphasizes the importance of releasing old habits through communication and active employee involvement before implementing change and stabilizing new conditions.(Rao, 2016). The success of organizational change depends heavily on effective and transparent communication processes between management and employees. Clear communication helps reduce employee uncertainty and resistance during the change process, thereby increasing their level of acceptance and support for the change. Furthermore, restructuring as a form of organizational change must be carried out by considering the psychological and social aspects of employees so that the negative impacts can be minimized. The implementation of open two-way communication and dialogue forums is highly recommended to build employee trust and involvement during the transition period.(Maicon Roberto Martins, 2023).

Organizational changes, such as restructuring or policy changes, can increase uncertainty among employees, which can contribute to increased turnover intention. Therefore, PT PLN (Persero) must ensure that any changes are clearly communicated through various internal communication channels. Management needs to hold town hall meetings or regular meetings with employees to explain the reasons behind the changes and their impact on their work. In addition, companies can use digital communication platforms that facilitate two-way dialogue, where employees can convey their concerns or questions openly. If employees feel that the changes are made with careful consideration and they are given the opportunity to be involved in the process, they will feel more secure and motivated to stay in the company. This can also increase mutual trust between employees and management, which will ultimately reduce employees' intention to look for other jobs.

Hypothesis 3 states that employee engagement has a positive effect on turnover intention of PT PLN (Persero) employees. The results of the hypothesis test show a path coefficient value of 0.335, a t-statistic value of 2.157, and a p-value of 0.031. Because the t-statistic is greater than 1.96 and the p-value is less than 0.05, hypothesis 3 is supported. Thus, it can be concluded that employee engagement has a positive and significant effect on turnover intention. In human resource strategy management, giving rewards and recognition to employees is part of a strategic motivation policy to increase workforce retention and reduce turnover intention.(Armstrong & Taylor, 2014). Herzberg's two-factor theory explains that motivator factors such as rewards, recognition, and opportunities for self-development significantly increase employee job satisfaction and loyalty. (Armstrong & Taylor, 2014). In

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addition, Adams' Equity theory emphasizes the importance of fairness in reward and recognition systems. Employees will feel satisfied and motivated if the rewards they receive are commensurate with the contributions and efforts they make, thus reducing the tendency to leave the organization.(David et al., 2023). Consistent and transparent recognition not only in the form of financial incentives, but also non-financial rewards such as public appreciation and achievement awards, can strengthen employee commitment to the company.

One of the main factors that influence turnover intention is the feeling of not being appreciated by the company. To overcome this, PT PLN (Persero) needs to develop a more structured and performance-based reward system. Rewards are not only in the form of financial bonuses, but can also be in the form of recognition of employee contributions, such as the best employee award every month, awards for teams that have achieved certain targets, or recognition in the form of internal events such as gala dinners or award ceremonies. In addition, the company can also adopt policies that provide opportunities for employees to provide input or feedback regarding company policies, so that they feel appreciated and their contributions are recognized. With awards that are given transparently and consistently, employees will feel more attached to the company, which can reduce turnover intention.

According to Social Exchange theory, when organizations pay attention to employee well-being through policies that support work-life balance, employees tend to reciprocate with higher commitment and lower intentions to leave the organization.(Armstrong & Murlis, 2007). Work-life balance policies, such as flexible working hours and remote work options, are considered effective strategies in reducing stress and burnout, which are among the main causes of turnover intention. From a strategic management perspective, the integration of employee welfare and work-life balance programs into organizational policies is part of High-Performance Work Systems (HPWS) which contributes to increased productivity while reducing turnover intention.(Wheelen & Hunger, 2012). Good welfare policies that support work-life balance are essential to reduce turnover intention. PT PLN (Persero) needs to emphasize more on work-life balance policies, such as providing flexible working hours or the option to work from home (remote working) in several divisions. This is very important, especially for employees who have families or other responsibilities outside of work. Companies can also offer mental and physical health programs, such as psychological counseling or sports facilities in the workplace. By providing adequate health facilities and maintaining work-life balance, PT PLN (Persero) can help employees reduce stress and burnout, which are often the main reasons for employees to consider leaving their jobs. This policy not only improves employee welfare but also strengthens their loyalty to the company.

CONCLUSION

Based on the research results, it can be concluded that organizational change that is not managed properly can reduce employee engagement and, at the same time, increase their desire to leave the company (*turnover intention*). Conversely, a high level of employee engagement has been shown to reduce employees' intention to leave the company, indicating that employee engagement is an important factor in retaining the workforce. Therefore, *PT PLN (Persero)* needs to pay great attention to the change management process and build employee engagement through effective strategies, such as transparent communication, providing clear career paths, rewarding employee contributions, and implementing policies that support welfare and work-life balance. The implementation of these strategies is believed to be capable

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of creating a conducive work environment, increasing employee loyalty, and significantly reducing *turnover intention* levels.

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