
INFLUENCE OF TRUST CLIMATE ON TURNOVER INTENTION MEDIATED BY WORK ENGAGEMENT ON WORKERS IN INDONESIA



Oskar Ezra Alan Muin¹
Universitas Bunda Mulia, Jakarta, Indonesia
oskezra@gmail.com

Christian Haposan Pangaribuan²
Universitas Bunda Mulia, Jakarta, Indonesia
cpangaribuan@bundamulia.ac.id

Abstract

This study assesses the impact of trust climate on turnover intention within Indonesia's formal employment sector, exploring the mediating function of work engagement. Employing a quantitative, explanatory research design, the study analyzed data from 315 participants, collected via an online survey, using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that trust climate enhances work engagement and conversely reduces turnover intention. Work engagement, in turn, was also found to exert a negative influence on turnover intention. This research identifies a significant indirect pathway where trust climate affects turnover intention via work engagement. This suggests that work engagement acts as a partial mediator in the relationship between the organizational trust climate and intentions to leave. Theoretically, this study enriches the human capital literature by proposing a mediation model grounded in social exchange theory. From a practical standpoint, the results offer actionable insights for organizations, emphasizing the importance of cultivating a trustworthy environment and implementing engagement initiatives to bolster employee retention.

Keywords: Trust Climate, Work Engagement, Turnover Intention, Mediation, PLS-SEM

INTRODUCTION

High turnover intention remains a primary challenge in human resource management within Indonesia. Despite a continually growing labor force, elevated job mobility suggests that many employees lack long-term commitment to their employing organizations. Data from Badan Pusat Statistik (2024) indicate an active workforce exceeding 140 million individuals; however, significant job fluctuations and instability in employment relationships persist across diverse formal and informal sectors. This situation highlights fundamental issues within organizational dynamics, one of which pertains to the trust climate in the workplace.

Trust climate is defined as the collective perception of employees regarding the extent to which the work environment is characterized by trust, honesty, and interpersonal fairness within professional interactions. An organizational climate not conducive to trust tends to foster psychological insecurity and diminish employee loyalty to the organization. Previous research has identified trust climate as a critical factor influencing various work behavior outcomes, including work engagement and turnover intention (Donovan et al., 1998; Aman et al., 2023). In collectivistic cultural contexts, such as Indonesia, trust climate assumes greater significance due to the pivotal role of social relationships and a sense of community in individuals' decisions to remain with an organization.

Concurrently, work engagement is characterized as a positive psychological state manifested through vigor, dedication, and complete absorption in one's work. Research indicates that a conducive trust climate can enhance work engagement, which, in turn, when elevated, may reduce employees' intentions to leave the organization (Schaufeli et al., 2006; Aman et al., 2023). In this framework, work engagement functions as a mediating mechanism that bridges the influence of trust climate on turnover intention. Notably, the study by Divanissa et al. (2024) posits that trust in leadership effectively curtails employee turnover intentions only when accompanied by high levels of engagement, thereby suggesting that the relationship between trust and retention is not direct but rather mediated.

The research conducted by Aman et al. (2023) developed a full mediation model demonstrating that trust climate does not directly influence turnover intention; rather, it operates through the mediation of work engagement. This study, conducted in a cross-cultural context (China and Pakistan), makes a significant contribution to the global human resource management literature. However, there remains a research gap in the Indonesian context. Most local studies have primarily focused on specific generational groups, such as Generation Z, or on limited sectors like banking, and have yet to comprehensively examine the relationships among trust climate, work engagement, and turnover intention within a broader workforce population. Furthermore, the statistical approaches employed in local studies tend to rely on classical methods, whereas the PLS-SEM approach utilized by Aman et al. (2023) has proven to be more flexible for testing latent relationships among constructs with non-normal and complex data.

This study assesses the impact of trust climate on turnover intention within Indonesia's formal employment sector, exploring the mediating function of work engagement. This study reinforces the psychological mediation model regarding the influence of trust climate on turnover intention. Practically, the results of this research can be utilized by organizations to design retention strategies based on strengthening trust and

enhancing work engagement, which can ultimately lead to a significant reduction in employees' turnover intentions.

REVIEW OF LITERATURE

Trust Climate and Work Engagement

Trust climate refers to the level of collective trust within an organization, which serves as a crucial foundation for the development of healthy working relationships. According to Aman et al. (2023), trust climate has a significant influence on work engagement and impacts work behaviors such as job performance and turnover intention, both directly and indirectly. In their cross-cultural study between China and Pakistan, they found that trust climate positively contributes to the enhancement of work engagement and indirectly reduces turnover intention through the mediation. These findings reinforce the framework of Social Exchange Theory (Blau, 1964), which posits that trust-based reciprocal relationships foster employee engagement and loyalty to the organization.

In the Indonesian context, this becomes increasingly relevant given the collectivistic work culture that prioritizes interpersonal relationships as a primary determinant of employee retention (Saputri et al., 2023). However, most local studies still employ multiple linear regression, which is less capable of capturing complex mediation relationships. Therefore, the PLS-SEM approach is utilized in this research to simultaneously examine the influence of trust climate on turnover intention, with work engagement serving as a mediator.

Work Engagement as Mediator

Work engagement, which comprises the dimensions of vigor, dedication, and absorption (Schaufeli & Bakker, 2004), has been recognized as a critical determinant of employee performance and job sustainability. The study by Aman et al. (2023) demonstrates that work engagement significantly mediates the relationship between trust climate and turnover intention. Among the two countries, the mediating effect of work engagement on the reduction of turnover intention is stronger in Pakistan, indicating that in high-risk work environments with significant economic pressure, work engagement plays a protective role against turnover intentions.

These findings align with the research conducted by Stefany and Pusparini (2023), which indicates that work engagement mediates the relationship between resilience and career commitment among Indonesian millennial workers. In the pluralistic and dynamic context of Indonesia, this approach allows for a deeper analysis of how organizational trust and work engagement can reduce turnover intention, particularly among the millennial and Generation Z cohorts.

Turnover Intention

Turnover intention is influenced by various psychological and organizational factors. A study by Setiono et al. (2019) examined the relationship between employee turnover and organizational commitment. The study found that all three components of organizational commitment: affective commitment, continuance commitment and normative commitment significantly influenced employee turnover intention.

The study by Aman et al. (2023) indicates that collectivist culture moderates the relationship between trust climate and turnover intention through work engagement. In China, trust climate is more strongly associated with increased job performance, whereas in

Pakistan, it is more closely related to the reduction of turnover intention. These findings are relevant to the Indonesian context, which also embraces collectivist values but faces structural challenges such as wage disparities, high work pressure, and flexibility expectations from the younger generation (Novitasari & Dessyarti, 2022).

The structural model based on PLS-SEM proposed in this study is expected to confirm whether similar relationships also occur in Indonesia. Various local studies, such as Yuliani et al. (2024), have only examined the direct relationship between work-life balance and turnover intention without simultaneously incorporating the mediation of work engagement or trust climate.

Literature Gaps and Methodological Justification

In Indonesia, research utilizing the integrative model of trust climate (TC) → work engagement (WE) → turnover intention (TI) remains very limited. Therefore, this study aims to: (1) integrate trust climate, work engagement, and turnover intention into a single structural model; (2) test the mediating role of work engagement using a PLS approach suitable for non-normal data and moderate sample sizes; and (3) add the context of Indonesia's collectivist culture to determine whether the relationship patterns found in China and Pakistan also apply in Indonesia.

Hypothesis Development

Trust Climate on Work Engagement

Over the past three decades, trust climate has become a central theme in organizational research due to its ability to foster strong social relationships and a psychologically safe work environment (Aman et al., 2023). Trust is defined as a psychological state that involves accepting vulnerability based on positive expectations regarding the intentions or behaviors of others (Rousseau et al., 1998). In the organizational context, trust climate encourages the creation of positive social exchanges, where employees feel valued and motivated to reciprocate the organization's trust through increased work engagement (Blau, 1964). Aman et al. (2023) demonstrate that trust climate has a significant positive relationship with work engagement in both China and Pakistan. Hence, the first hypothesis is proposed:

H1: Trust climate has a positive effect on work engagement.

Trust Climate on Turnover Intention

A trust-filled work environment not only enhances employee engagement but also reduces employees' intentions to leave the organization. When the trust climate is high, employees feel more emotionally and psychologically secure, which strengthens their loyalty to the organization (Dirks & Ferrin, 2002; Aman et al., 2023). Previous studies have indicated that low levels of trust among parties within an organization correlate with increased turnover intentions (Guinot & Chiva, 2019; Rafiq et al., 2019). In collectivist contexts such as Indonesia, trust plays a deeper role as a foundation for social relationships in the workplace. Hence, the second hypothesis is proposed:

H2: Trust climate has a negative effect on turnover intention.

Work Engagement on Turnover Intention

Work engagement is characterized as a positive state marked by energy, dedication, and full involvement in one's work (Schaufeli et al., 2002). Engaged employees demonstrate consistency in performance and loyalty, making them less likely to develop intentions to leave their jobs (Aman et al., 2023). Better organizational performance, increased happiness,

profitability, productivity, and a decrease in employee turnover were all substantially correlated with employee engagement (Rembulan et al., 2021). In Missye and Hosen's (2024) study, work engagement emerged as an important factor influencing turnover intention. Rafiq et al. (2019) and Saks (2006) emphasize that work engagement results from healthy social exchanges and contributes to a reduction in turnover intentions. In Indonesia, this condition is further reinforced by collective work values and social harmony, making work engagement a crucial means of retaining the workforce. Hence, the third hypothesis is proposed:

H3: Work engagement has a negative effect on turnover intention.

The Mediating Role of Work Engagement between Trust Climate and Turnover Intention

Work engagement serves not only as an outcome variable of trust climate but also mediates the effect of trust climate on turnover intention (Aman et al., 2023). A high trust climate fosters strong work engagement, which indirectly reduces employees' intentions to leave the organization. This study extends the model to the context of Indonesian workers, who also operate within a collectivist culture, assuming that a similar mediation pattern occurs. Therefore, the fourth hypothesis is:

H4: Work engagement mediates the relationship between trust climate and turnover intention.

Research Framework Model

Based on the development of the hypothesis established in this study, the research framework model can be described as shown in Figure 1.

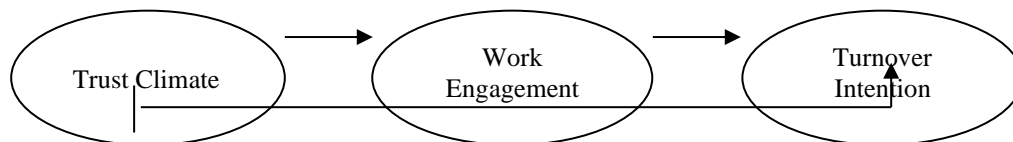


Figure 1. Proposed Conceptual Framework

RESEARCH METHOD

Research Design

To clarify the connections between the latent variables, this study uses an explanatory quantitative approach. Data analysis is conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software, as it is capable of estimating models with complex latent constructs, accommodating relatively small sample sizes, and does not require normal data distribution. The data used are primary data, obtained through the distribution of online questionnaires using the Google Form platform. The questionnaire is prepared in Indonesian. Each variable is measured on a 4-point Likert scale, to encourage respondents to provide a more assertive assessment without a neutral position, with the following provisions: 1 = Strongly Disagree; 2 = Disagree; 3 = Agree; and 4 = Strongly Agree.

Population and Samples

The population of this study consists of permanent employees in formal sector companies in Indonesia, including industries such as construction, management outsourcing,

information technology, and retail. Based on the data utilized, the study involves 315 respondents, deemed representative of the employee population in these sectors. The sampling technique employed is non-probability purposive sampling, with inclusion criteria: (1) permanent employees with a minimum tenure of one year, (2) aged 20–45 years to reflect the millennial and Gen Z generations, and (3) working in companies with a formal organizational structure. A sample size of 250 respondents is considered adequate based on the guidelines provided by Hair et al. (2019), which recommend a ratio of 10–20 respondents per questionnaire item for regression and mediation analysis. With a total of 20 relevant items for the main variables (trust climate: 7 items, work engagement: 7 items, turnover intention: 6 items), this sample size meets the statistical requirements.

Indicators of the Variables

Trust climate is measured using a scale consisting of 7 items (TC1–TC7), such as “I feel that the management of this company is transparent in decision-making.” The total trust climate score is calculated as the average of the 7 items, with the reliability of this scale in previous research achieving a Cronbach’s Alpha of 0.89.

Work engagement is measured using the adapted short version of the Utrecht Work Engagement Scale (UWES), consisting of 7 items (WE1–WE7), such as “I feel enthusiastic about my job.” The total work engagement score is calculated as the average of the 7 items, with the reliability of this scale reported as a Cronbach’s Alpha of 0.92 (Muchtadin, 2022).

Turnover intention is measured using a scale adapted from Bothma and Roodt (2013), consisting of 6 items (TI1, TI3–TI6; TI2 is excluded from the dataset), such as “I often think about leaving this company.” The total turnover intention score is calculated as the average of the 6 items, with the reliability of this scale achieving a Cronbach’s Alpha of 0.921 (Yuliani et al., 2022).

RESULTS AND DISCUSSION

Convergent Validity

Outer loadings are used to assess the extent to which indicators reflect the latent constructs being measured. In PLS analysis, outer loadings values above 0.7 are considered ideal because they indicate good indicator reliability in measuring the constructs.

In Table 1, we can see trust climate indicators have outer loadings that are mostly above or close to the threshold of 0.7. Although some values are slightly below 0.7, this figure is still acceptable in the context of social research, indicating that these indicators are quite reliable. Turnover intention indicators all have outer loadings above 0.7, indicating very good reliability in measuring the construct. Work engagement indicators also show consistent outer loadings above or close to 0.7, confirming that these indicators effectively measure the variable.

Table 1.
Outer Loadings

Indicators	TC	TI	WE
TC1	0.797		
TC2	0.723		
TC3	0.748		

Indicators	TC	TI	WE
TC4	0.754		
TC5	0.735		
TC7	0.740		
TI2		0.750	
TI3		0.847	
TI4		0.864	
TI5		0.805	
TI6		0.861	
WE1			0.817
WE3			0.741
WE4			0.783
WE5			0.769
WE6			0.794

Overall, the indicators for the Trust Climate (TC), Turnover Intention (TI), and Work Engagement (WE) constructs have an adequate level of reliability. The majority of outer loadings exceed or approach 0.7, indicating that these indicators can reflect their latent constructs well, thus supporting the validity of the measurement in this model.

The results in Table 2 show that all AVE values in the tested constructs have values greater than 0.5, which means that they have met the convergent validity criteria as suggested by Hair et al. (2022) and Bougie and Sekaran (2020). AVE values that exceed the threshold of 0.5 indicate that each construct is able to explain more than 50% of the variance of its indicators.

Average Variance Extracted (AVE)

The trust climate construct obtained an AVE value of 0.562, indicating that this variable has an adequate level of internal consistency in explaining its constituent indicators. The turnover intention construct showed the highest AVE value, which was 0.683, indicating that the indicators in this construct were very representative in explaining the latent variables in question. The work engagement construct had an AVE value of 0.610, which also indicated a good level of convergent validity and was feasible for use in further testing of the structural model.

Table 2.
AVE

Indicator	Average Variance Extracted (AVE)
Trust Climate	0.562
Turnover Intention	0.683
Work Engagement	0.61

Thus, it can be concluded that all constructs in this study have met the requirements of convergent validity based on the AVE value, so that it can be continued to the stage of testing the inner model and analyzing the relationships between constructs.

Discriminant Validity

The discriminant validity test using the cross-loadings method aims to determine whether each indicator has a higher correlation with its own construct compared to other constructs (Bougie & Sekaran, 2020; Hair et al., 2022). The results of the cross-loadings test are presented in Table 3.

All indicators from TC1 to TC7 have the highest loading values on the trust climate construct compared to other constructs, with values ranging from 0.721 to 0.807. This shows that all indicators are able to represent the trust climate construct consistently and meet discriminant validity.

Table 3.
Cross Loadings

	Trust Climate	Turnover Intention	Work Engagement
TC1	0.797	-0.349	0.596
TC2	0.723	-0.313	0.526
TC3	0.748	-0.311	0.559
TC4	0.754	-0.398	0.543
TC5	0.735	-0.302	0.516
TC7	0.740	-0.334	0.556
TI2	-0.363	0.750	-0.373
TI3	-0.363	0.847	-0.395
TI4	-0.422	0.864	-0.496
TI5	-0.344	0.805	-0.389
TI6	-0.346	0.861	-0.405
WE1	0.616	-0.451	0.817
WE3	0.535	-0.375	0.741
WE4	0.551	-0.347	0.783
WE5	0.599	-0.379	0.769
WE6	0.559	-0.402	0.794

Indicators from TI1 to TI6 have the highest loading values on the turnover intention construct, with a loading range between 0.782 to 0.804. This shows that all TI indicators are discriminant valid and strongly reflect employees' intention to leave the organization.

All indicators from WE1 to WE9 have the highest loading on the work engagement construct, with values ranging from 0.752 to 0.803. These values show that these indicators have high internal consistency and can describe respondents' work engagement strongly and validly.

Table 4.
Fornell-Larcker Criterion

Variable	Trust Climate	Turnover Intention	Work Engagement
Trust Climate	0.750		
Turnover Intention	-0.447	0.826	
Work Engagement	0.734	-0.502	0.781

Discriminant validity testing was also carried out using the Fornell-Larcker Criterion method, which is one of the classic approaches in assessing whether the constructs in the model are truly different from each other empirically (Hair et al., 2022; Ghozali, 2021). This criterion states that the square root value of AVE (Average Variance Extracted) of a construct must be greater than the correlation value of the construct with other constructs.

Based on the results in Table 4, it can be concluded that all constructs have a larger AVE square root than the correlation between constructs, so they have met the discriminant validity requirements based on the Fornell-Larcker Criterion. This shows that each construct in the model is unique and does not overlap conceptually with other constructs.

HTMT is a modern method that is considered more sensitive in detecting discriminant problems compared to traditional methods such as Fornell-Larcker and cross-loading (Hair et al., 2022). The HTMT criteria state that the relationship value between two constructs must be less than 0.90 to state that the two constructs have good discriminant validity.

Table 5.
HTMT

Variable	Trust Climate	Turnover Intention	Work Engagement
Trust Climate			
Turnover Intention	0.514		
Work Engagement	0.869	0.576	

Based on the results in Table 5, all HTMT values between constructs are below the threshold of 0.90, indicating that each construct in the model has a clear empirical difference from the other. Therefore, it can be concluded that discriminant validity has been met based on the HTMT approach, and all constructs are suitable for further structural model testing.

Reliability Test Results

Reliability testing is conducted to determine whether the indicators used in measuring a construct are consistent. A measurement instrument is said to meet the principle of reliability if it meets two testing criteria, namely the Cronbach’s Alpha value and Composite Reliability. Both values are >0.70 in order to be said to be reliable.

As seen in Table 6, all three indicators have good reliability based on both measurement methods, meaning >0.70. Turnover intention shows the highest reliability, followed by trust climate and work engagement. These data are reliable for further analysis, such as testing models or relationships between variables.

Table 6.
Cronbach’s Alpha

Variable	Cronbach’s Alpha	Composite Reliability
Trust Climate	0.844	0.885
Turnover Intention	0.883	0.915
Work Engagement	0.840	0.887

Coefficient of Determination (R-Square)

The following data is presented in Table 7, namely, regarding the determination coefficient value (R-Square) for the variables analyzed in this study.

Table 7.
R-Square

Variable	R-Square (R^2)	R-Square Adjusted
Turnover Intention	0.266	0.261
Work Engagement	0.538	0.537

Based on the results of the R^2 test, it can be concluded that the model is still feasible to continue (see Table 7). Although the R^2 for turnover intention is relatively weak, the value is still above the minimum threshold of 0.25 recommended in PLS-SEM (Hair et al., 2022). In addition, the fairly good R^2 value for work engagement indicates that the model has relevant predictive ability and can be used to test further relationships between constructs in the inner model.

Path Coefficient

In the path diagram, the path coefficient is displayed for the relationship between constructs. Based on Figure 2, the path coefficient value of trust climate on work engagement is 0.734, indicating a strong positive effect. The coefficient value of work engagement on turnover intention is -0.377, indicating a significant negative effect. In addition, the direct effect of trust climate on Turnover Intention is -0.171. Based on these values, it can be seen that trust climate has the greatest effect on work engagement compared to its direct effect on turnover intention. The R-Square value shows that 53.8% of the variation in work engagement and 26.6% of the variation in turnover intention can be explained by this model. Based on the path coefficient data, trust climate has the greatest effect on work engagement, while work engagement significantly mediates the reduction in Turnover Intention. The direct effect of trust climate on turnover intention exists but is less strong.

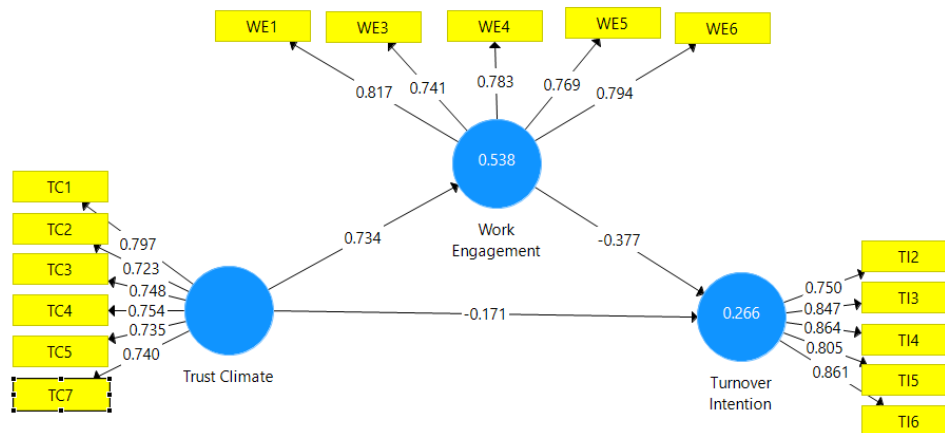


Figure 2.
Outer Loadings

Hypothesis Testing Results

Statistical measurement in this study was conducted by testing the significance of the influence of variables. The significance test used the bootstrapping method. After the test was conducted, the results of the hypothesis test are presented in Figure 3 and Table 8. Table 8 displays the test results for the direct and indirect effect hypotheses, namely hypotheses H1 to H4.

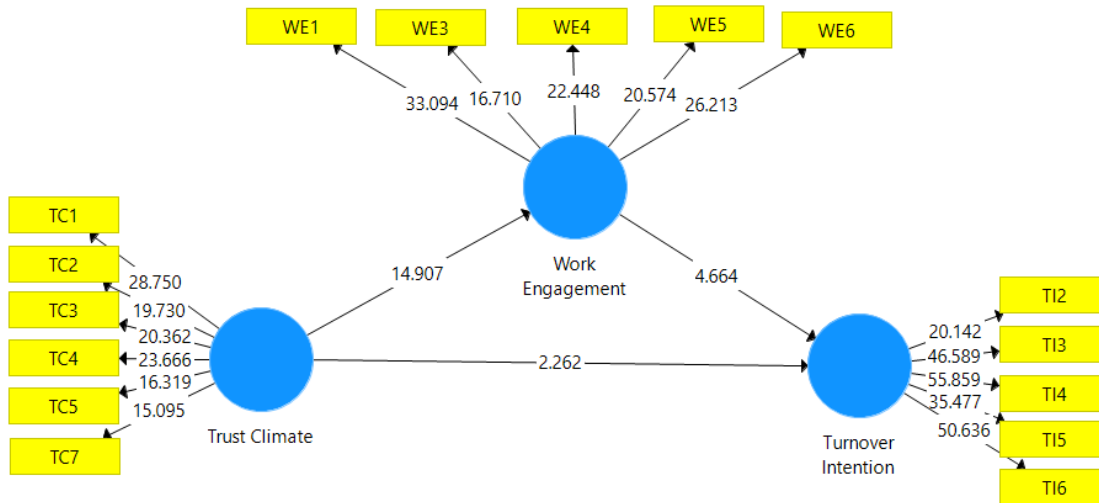


Figure 3.
Bootstrapping Result

The path coefficient of -0.171, with a t-statistic value of 2.167 and a p-value of 0.031 (< 0.05), indicates that trust climate has a negative and significant effect on turnover intention. This suggests that a higher trust climate can reduce employees’ intentions to leave the organization, thus supporting the acceptance of hypothesis H1.

Table 8.
Hypothesis Testing

Hypothesis	Path Coefficient	T-Statistics	P-Values
Trust Climate → Turnover Intention	-0.171	2.167	0.031
Trust Climate → Work Engagement	0.734	16.448	0.000
Work Engagement → Turnover Intention	-0.377	4.513	0.000
Trust Climate → Work Engagement → Turnover Intention	-0.276	4.228	0.000

The path coefficient of 0.734, with a t-statistics value of 16.448 and a p-value of 0.000 (< 0.05), demonstrates that trust climate has a positive and highly significant effect on work engagement. The high coefficient value affirms that a trust climate within the organization strongly promotes employee work engagement, leading to the acceptance of hypothesis H2.

The path coefficient of -0.377, with a t-statistics value of 4.513 and a p-value of 0.000 (< 0.05), indicates that work engagement has a negative and significant effect on turnover intention. This means that as employees’ levels of work engagement increase, their intentions to leave the organization decrease, thereby supporting the acceptance of hypothesis H3.

Based on the testing results, all direct effect hypotheses (H1, H2, and H3) are accepted with strong statistical significance. trust climate has the most substantial influence on work engagement, while work engagement significantly reduces turnover intention.

The path coefficient of -0.276 indicates that trust climate indirectly exerts a negative influence on turnover intention through work engagement. The t-statistic value of 4.228 (> 1.96) and p-value of 0.000 (< 0.05) confirm that this indirect effect is statistically significant.

In conclusion, it can be stated that work engagement significantly mediates the relationship between trust climate and turnover intention. This implies that as trust within the work environment increases, employee work engagement will rise, ultimately leading to a decrease in employees' intentions to leave the organization.

Discussion

The results of this study indicate that trust climate has a significant impact on work engagement and turnover intention. Furthermore, work engagement significantly mediates the relationship between trust climate and turnover intention.

Trust climate has a positive and significant effect on work engagement ($\beta = 0.734$; $p < 0.001$), reinforcing the findings of Aman et al. (2023) and Schaufeli and Bakker (2004), stating that trust in the workplace can enhance employees' vigor, dedication, and absorption in their work. In the Indonesian context, which upholds values of collectivism and social harmony, the climate of trust plays a crucial role in fostering positive psychological engagement among employees. This aligns with the fundamental principles of Social Exchange Theory (Blau, 1964), where employees who perceive trust from the organization are likely to reciprocate with positive behaviors, such as increased engagement.

Trust climate was also found to have a negative effect on turnover intention ($\beta = -0.171$; $p = 0.031$). This indicates that higher levels of trust within the organization correspond to lower employee intentions to leave. This finding confirms previous studies, such as those by Dirks and Ferrin (2002) and Guinot and Chiva (2019), which highlight the importance of organizational trust in fostering employee loyalty. Although the coefficient value is relatively smaller compared to its effect on work engagement, this effect remains significant and underscores that trust climate is a crucial determinant in workforce retention strategies.

Work engagement has a negative effect on turnover intention ($\beta = -0.377$; $p < 0.001$), reinforcing empirical evidence from Schaufeli et al. (2006) and Rafiq et al. (2019) that high levels of work engagement reduce employees' propensity to leave the organization. In the context of Indonesian organizations facing high challenges related to the job mobility of the younger generation, these results emphasize the importance of strengthening work engagement as a strategic element of retention.

The mediating effect of work engagement between trust climate and turnover intention ($\beta = -0.276$; $p < 0.001$) indicates that the influence of trust climate on turnover intention is not only direct but also psychologically structured through the enhancement of work engagement. This supports the partial mediation model proposed by Aman et al. (2023) and enriches the literature on human resource management in Indonesia with a cross-sector data-driven PLS-SEM approach.

Thus, the findings of this study reinforce the integrative model of trust climate, work engagement, and turnover intention within the context of Indonesian work culture and offer important recommendations for organizations to cultivate a culture of trust that can enhance engagement and reduce employees' intentions to leave.

CONCLUSION

This study aims to examine the effect of trust climate on turnover intention, with work engagement as a mediating factor. The results of the study indicate that: (1) Trust climate has a significant positive effect on work engagement, suggesting that trust within the organization fosters higher levels of work engagement; (2) Trust climate has a direct negative effect on Turnover Intention, indicating that a work environment based on trust can reduce employees' intentions to leave; (3) Work engagement has a significant negative effect on turnover intention, meaning that work engagement serves as a protective factor against the desire to change jobs; and (4) Work engagement significantly mediates the relationship between trust climate and turnover intention, indicating that the effect of trust climate on employee retention operates indirectly through increased engagement.

This research contributes theoretically by reinforcing the psychological mediation model in the influence of trust climate on turnover intention, as well as providing practical contributions in designing retention strategies based on enhancing engagement and a culture of trust within Indonesian organizations.

Despite the valuable insights provided, this study has limitations, including the use of a cross-sectional design, which restricts causal inferences. Additionally, the reliance on self-reported measures may introduce bias. Future research could employ longitudinal designs to better capture causal relationships and explore other mediating or moderating variables, such as organizational support or leadership style, to deepen understanding of factors influencing turnover intention in diverse cultural contexts.

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