

Employee Value Proposition and Turnover Intention among Employees in Indonesia

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ABSTRACT

Employee retention remains a critical concern for organizations as employees increasingly evaluate employment opportunities based not only on compensation, but also on broader workplace value and leadership quality. This study examines the effects of Employee Value Proposition (EVP) and leadership on employees' intent to change jobs in Indonesia. A quantitative research design was employed using data collected from 185 employees through a structured questionnaire measured on a five-point Likert scale. The data were analyzed using SPSS version 25 through descriptive statistics, validity and reliability testing, classical assumption tests, Pearson correlation, multiple linear regression, t-tests, F-tests, and the coefficient of determination. The results indicate that Employee Value Proposition has a negative and significant effect on intent to change jobs. Leadership also has a negative and significant effect on intent to change jobs. Simultaneously, Employee Value Proposition and leadership significantly explain employees' job-change intentions. The model explains 52.0% of the variance in intent to change jobs, with an Adjusted R² of 0.515. Leadership demonstrates a relatively stronger contribution than Employee Value Proposition in explaining employees' job-change intentions. These findings support Social Exchange Theory by demonstrating that employees' decisions to remain with or leave an organization are influenced by both the value received from the employment relationship and the quality of their leadership experience. The study highlights the importance of strengthening Employee Value Proposition and leadership practices as complementary strategies for reducing employee turnover intentions and improving workforce retention in Indonesia.

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1. INTRODUCTION

Human resources have become a central source of organizational continuity

and competitive advantage, particularly in labor markets characterized by increasing employee mobility and expanding employment alternatives. Organizations are

therefore challenged not only to attract individuals with relevant competencies but also to retain employees whose accumulated knowledge, experience, and organizational understanding are difficult and costly to replace [1], [2]. Voluntary employee movement can disrupt operational continuity, erode institutional knowledge, increase recruitment and training expenditure, and weaken workforce stability [3], [4]. This issue is particularly relevant in Indonesia, where employees increasingly evaluate alternative employment opportunities on the basis of compensation, career advancement, workplace conditions, flexibility, organizational reputation, and employer support. Within this context, job-change intention constitutes an important behavioral antecedent of actual turnover because the decision to resign is generally preceded by a cognitive process through which employees assess their present employment conditions, compare available alternatives, and determine whether remaining with their current employer continues to be worthwhile [3], [4], [5]. Accordingly, understanding job-change intention allows organizations to identify potential retention problems before they materialize into actual employee departures, making it a strategically important outcome in contemporary human resource management.

One organizational mechanism that may substantially shape employees' job-change intention is the Employee Value Proposition (EVP). EVP represents the integrated portfolio of economic, developmental, social, and experiential value that employees receive in exchange for their knowledge, capabilities, effort, and contribution to the organization [6], [7]. Unlike approaches that conceptualize the employment relationship primarily through financial compensation, EVP recognizes that employees evaluate a broader employment experience encompassing salary and incentives, employee benefits, career-development opportunities, recognition, meaningful work, organizational reputation, supportive relationships, work-life balance, job security, and professional advancement. A

compelling EVP can enhance employees' perception that their organization remains attractive relative to external employment alternatives. When the employment value offered by the organization is perceived as consistent with employees' personal and professional expectations, employees may develop stronger organizational attachment and become less inclined to search for alternative jobs [8], [9]. Conversely, when employees perceive an imbalance between what they contribute and what they receive, or when competing employers appear to provide superior employment value, their willingness to remain may decline. This dynamic has become increasingly salient as digital recruitment platforms and professional networks enable employees to compare compensation, career prospects, organizational culture, and workplace experiences across employers with substantially greater ease.

The relevance of EVP to job-change intention can be theoretically understood through Social Exchange Theory, which conceptualizes the employee-organization relationship as a reciprocal exchange of resources and obligations. Employees contribute time, expertise, effort, loyalty, and performance, while organizations provide financial rewards, recognition, development opportunities, organizational support, career prospects, and other employment benefits. When employees perceive this exchange as balanced, fair, and beneficial, they are more likely to maintain their relationship with the organization; in contrast, perceptions of an unfavorable exchange may stimulate consideration of external employment opportunities [10], [11]. Nevertheless, the organizational value promised through formal human resource practices is not experienced by employees solely through organizational systems or policies. Employees encounter the organization on a daily basis through their interactions with supervisors and leaders, making leadership another critical determinant of employment continuity. Leaders translate organizational policies into everyday workplace experiences by determining how employees receive

direction, feedback, recognition, developmental support, workload allocation, participation opportunities, and assistance in resolving work-related problems [12], [13]. Effective leadership characterized by fairness, communication, competence, support, and concern for employee development can strengthen trust and organizational attachment, whereas ineffective leadership, poor communication, excessive control, limited recognition, and inconsistent decision-making can increase dissatisfaction and encourage employees to consider leaving, even when other employment benefits remain competitive.

Importantly, EVP and leadership capture related yet analytically distinct dimensions of the employee experience. EVP reflects the broader bundle of economic, developmental, social, and organizational value offered by an employer, whereas leadership represents the interpersonal and managerial environment through which employees experience organizational life. This distinction is theoretically consequential because favorable conditions in one dimension may not necessarily compensate for deficiencies in the other. Employees may perceive their organization as providing competitive compensation, attractive benefits, career opportunities, and a strong organizational reputation while simultaneously experiencing ineffective or unsupportive leadership. Conversely, employees may maintain positive relationships with their supervisors but remain dissatisfied with limited career advancement, inadequate rewards, weak job security, or an employment proposition perceived as less attractive than alternatives available in the labor market. Consequently, employees' willingness to remain may depend on the combined configuration of organizational value and managerial experience rather than on either factor independently. Examining EVP and leadership simultaneously therefore offers a more comprehensive explanation of job-change intention by integrating both the structural value provided by the organization and the relational quality of employees' daily

workplace experience. Such integration is also consistent with a social-exchange perspective, as employees continuously evaluate both what the organization provides and how the employment relationship is enacted through managerial interactions.

Despite the extensive literature on employee turnover and retention, several gaps justify further examination of these relationships. First, EVP and leadership have frequently been studied through separate research streams. EVP research commonly emphasizes employer attractiveness, employee engagement, organizational commitment, intention to stay, or turnover intention, whereas leadership research often focuses on the consequences of transformational, servant, supportive, or other leadership approaches for employee attitudes and turnover-related outcomes. Comparatively less attention has been devoted to integrating EVP and leadership within a single explanatory framework of employees' intention to change jobs. Second, previous research is often restricted to particular companies, industries, occupational categories, or generational groups, potentially limiting the applicability of findings across heterogeneous employment settings. This concern is especially relevant in Indonesia, where employees operate across diverse industries, organizational structures, and employment arrangements. Third, although job-change intention is closely related to turnover intention and intention to stay, it places greater emphasis on employees' active consideration of moving from their existing employment to another opportunity. Such movement may not arise exclusively from dissatisfaction with the current workplace; it may also reflect the perceived attractiveness of alternative employers offering superior career development, flexibility, compensation, organizational culture, leadership, or professional growth. This distinction becomes increasingly important in a digitally connected labor market where information about alternative employers is readily accessible.

The Indonesian employment context therefore provides a relevant setting for

investigating how EVP and leadership jointly relate to employees' job-change intention. The expansion of online recruitment platforms, professional networking, digital working practices, and access to employment information has increased employees' ability to identify and evaluate alternative job opportunities. At the same time, organizations face the strategic challenge of retaining competent employees whose expectations increasingly extend beyond financial incentives to encompass career development, meaningful work, recognition, supportive leadership, flexibility, work-life balance, and a positive employment environment. Against this background, the present study examines the relationships between Employee Value Proposition, leadership, and employees' intention to change jobs in Indonesia. The study seeks to contribute theoretically by integrating organizational value and managerial relationships within a unified framework grounded in Social Exchange Theory, thereby extending the employee-retention literature beyond fragmented examinations of formal employment offerings or leadership conditions. From a practical perspective, the findings are expected to help managers and human resource practitioners identify whether employees' intentions to pursue alternative employment are more strongly associated with deficiencies in EVP, leadership practices, or their combined employment experience. Such understanding can support more targeted retention strategies and contribute to workforce stability and long-term organizational performance.

2. LITERATURE REVIEW

2.1 *Theoretical Foundation: Social Exchange Theory*

Social Exchange Theory (SET) provides a relevant foundation for explaining the relationships among Employee Value Proposition (EVP), leadership, and employees' intent to change jobs. According to [14], [15], social exchange is based on reciprocity, in which employees contribute knowledge, skills, effort, and

commitment, while organizations provide compensation, benefits, career opportunities, recognition, support, and development. EVP reflects the broader organizational exchange by representing the tangible and intangible value employees receive from their employer, while leadership represents the interpersonal dimension of this exchange through behaviors such as fairness, communication, recognition, and support. When employees perceive these exchanges as favorable and balanced, they are more likely to reciprocate through commitment, engagement, and willingness to remain; conversely, unfavorable exchanges may increase their intention to seek alternative employment [14], [16], [17].

2.2 *Employee Value Proposition*

Employee Value Proposition (EVP) refers to the financial and non-financial value employees receive in exchange for their skills, effort, knowledge, and contribution to the organization [18], [19]. Beyond compensation and benefits, EVP encompasses career development, recognition, meaningful work, organizational support, work-life balance, workplace relationships, culture, job security, and working conditions. These elements shape employees' overall assessment of whether remaining with an organization continues to provide sufficient value compared with alternative employment opportunities. Empirical studies show that a stronger EVP is associated with higher organizational commitment, intention to stay, and employee retention, including in the Indonesian context [20], [21]. Accordingly, this study conceptualizes EVP as employees' overall perception of the financial, developmental, social, and experiential value provided by their organization.

2.3 *Leadership*

Leadership refers to the process of influencing, guiding, and supporting employees toward organizational

objectives while shaping their daily work experiences. In this study, leadership is conceptualized as employees' overall perception of leadership quality and effectiveness, including direction, communication, support, recognition, fairness, participation, and development [22], [23]. Effective leadership can reduce role ambiguity, strengthen trust, provide psychological and professional support, and reinforce employees' sense that their contributions are valued. Conversely, poor communication, unfair treatment, limited recognition, and inadequate supervisory support may weaken the employment relationship and increase employees' tendency to consider alternative jobs. Empirical evidence from Indonesia consistently indicates that more positive leadership is associated with lower turnover intention [24], [25], [26]. Accordingly, this study examines leadership broadly as employees' perception of positive and effective leadership practices rather than as a single specific leadership style.

2.4 *Intent to Change Jobs*

Intent to change jobs refers to an employee's conscious consideration or plan to leave the current organization and pursue employment elsewhere, and is closely related to turnover intention. According to [27], [28], this intention develops through a psychological withdrawal process in which employees evaluate their current employment, consider alternatives, and decide whether to stay or leave. It may be reflected in thoughts of quitting, searching for other jobs, or willingness to accept a suitable alternative. Importantly, job-change intention does not arise only from dissatisfaction, but may also result from more attractive career opportunities, compensation, flexibility, development prospects, or leadership elsewhere [27], [28]. Therefore, it serves as an important early indicator of potential voluntary turnover and workforce instability.

2.5 *Employee Value Proposition and Intent to Change Jobs*

The relationship between Employee Value Proposition (EVP) and intent to change jobs can be explained through employees' evaluation of the financial and non-financial value they receive from their organization. From a Social Exchange Theory perspective, employees who perceive compensation, career opportunities, development, recognition, work-life balance, and working conditions as valuable are more likely to reciprocate by maintaining organizational membership, whereas a weak EVP can increase the attractiveness of alternative employment. Previous studies show that stronger EVP is associated with higher intention to stay and employee retention [29], [30], [31], [32], including in the Indonesian context. Therefore, a favorable EVP is expected to reduce employees' intent to change jobs.

H1: Employee Value Proposition has a negative and significant effect on employees' intent to change jobs in Indonesia.

2.6 *Leadership and Intent to Change Jobs*

Leadership is an important antecedent of employees' intent to change jobs because supervisors shape how organizational policies are experienced in daily work. Effective leadership characterized by clear communication, support, recognition, fairness, and development opportunities can strengthen employees' perceptions of the employment relationship. From a Social Exchange Theory perspective, employees who receive supportive and fair treatment from leaders are more likely to reciprocate through positive attitudes and continued organizational membership, whereas poor leadership may encourage withdrawal. Empirical studies have consistently shown that favorable leadership is associated with lower turnover intention [25], [33], [34]. Therefore, employees who perceive leadership as effective, supportive, fair,

and communicative are expected to have a lower intent to change jobs.

H2: Leadership has a negative and significant effect on employees' intent to change jobs in Indonesia.

2.7 *Employee Value Proposition, Leadership, and Intent to Change Jobs*

Employee Value Proposition (EVP) and leadership should be examined simultaneously because employee withdrawal decisions are shaped by both organizational and interpersonal experiences. EVP reflects the value offered by the organization, while leadership represents how that value is experienced through daily managerial interactions. Competitive rewards may not retain employees when leadership is poor, just as supportive leadership may not compensate for inadequate career opportunities, compensation, or work-life arrangements [33], [34], [35], [36], [37], [38]. Therefore, combining EVP and leadership provides a more comprehensive explanation of employees' intent to change jobs and helps identify whether withdrawal intentions arise from weaknesses in the employment proposition, leadership quality, or both.

H3: Employee Value Proposition and leadership simultaneously have a significant effect on employees' intent to change jobs in Indonesia.

3. RESEARCH METHODS

This study employed a quantitative, cross-sectional survey design to examine the effects of Employee Value Proposition (EVP) and leadership on employees' intent to change jobs in Indonesia. The population consisted of employees working in Indonesia, and respondents were selected using a non-probability sampling approach based on their accessibility and eligibility. Participants were required to be currently employed, work in Indonesia, have sufficient knowledge of their organizational conditions and leadership practices, and voluntarily agree to participate. After data screening, 185 valid responses were

retained for analysis. Primary data were collected electronically through a structured questionnaire using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The study examined three constructs: Employee Value Proposition (X_1), Leadership (X_2), and Intent to Change Jobs (Y). EVP was conceptualized as employees' perceptions of the financial and non-financial value provided by their organization, including compensation and benefits, career development, recognition, organizational support, work environment, and work-life balance. Leadership reflected employees' perceptions of leadership quality in terms of direction, communication, support, fairness, recognition, participation, and employee development. Intent to change jobs captured employees' consideration of leaving their current organization, searching for alternative employment, and willingness to accept another job opportunity. All constructs were measured using multiple questionnaire items on a five-point Likert scale.

Data were analyzed using IBM SPSS Statistics version 25. The analytical procedure included data screening, descriptive statistics, Pearson Product-Moment validity testing, Cronbach's Alpha reliability testing, and classical assumption tests covering normality, multicollinearity, and heteroscedasticity. Multiple linear regression was then applied to estimate the individual and simultaneous effects of EVP and leadership on intent to change jobs. Hypotheses were evaluated using the t-test for partial effects and the F-test for simultaneous effects at a significance level of 5% ($\alpha = 0.05$), while R^2 and Adjusted R^2 were used to assess the explanatory power of the model.

4. RESULTS AND DISCUSSION

4.1 *Respondent Characteristics*

A total of 185 valid questionnaires were included in the final analysis. The respondents represented employees with different demographic and employment characteristics, allowing the study to capture perceptions of Employee Value

Proposition (EVP), leadership, and intent to change jobs across a relatively

heterogeneous group of employees in Indonesia.

Table 1. Characteristics of Respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	98	53.0
	Female	87	47.0
Age	21–30 years	75	40.5
	31–40 years	58	31.4
	41–50 years	36	19.5
	>50 years	16	8.6
Education	Senior High School	24	13.0
	Diploma	31	16.8
	Bachelor's Degree	101	54.6
	Master's Degree or higher	29	15.7
Employment Tenure	<2 years	44	23.8
	2–5 years	67	36.2
	6–10 years	45	24.3
	>10 years	29	15.7
Job Level	Staff/Officer	114	61.6
	Supervisor	41	22.2
	Manager	23	12.4
	Senior Manager or above	7	3.8

Table 1 shows that the respondents were relatively balanced by gender, with 53.0% male and 47.0% female participants. Most respondents were aged 21–30 years (40.5%), followed by those aged 31–40 years (31.4%), indicating that the sample was dominated by employees in the early to middle stages of their careers. In terms of education, more than half held a bachelor's degree (54.6%), while 15.7% had a master's degree or higher, suggesting a relatively well-educated workforce. Regarding employment tenure, the largest group had worked for 2–5 years (36.2%), followed by 6–10 years (24.3%) and less than two years (23.8%). Most respondents were employed at the staff/officer level (61.6%), while

supervisors accounted for 22.2%, managers for 12.4%, and senior managers or above for 3.8%. Overall, the profile indicates that the sample primarily consisted of relatively young, educated, and operational-level employees with sufficient organizational experience to evaluate Employee Value Proposition, leadership practices, and their intention to change jobs.

4.2 Descriptive Statistics

Descriptive statistical analysis was conducted to determine the general tendency of respondents' perceptions regarding Employee Value Proposition, leadership, and intent to change jobs. The minimum, maximum, mean, and standard deviation values are presented in Table 2.

Table 2. Descriptive Statistics of Research Variables

Variable	N	Min	Max	Mean	Standard Deviation
Employee Value Proposition	185	1.67	5.00	3.62	0.68
Leadership	185	1.43	5.00	3.54	0.73
Intent to Change Jobs	185	1.00	5.00	2.91	0.82

Table 2 indicates that Employee Value Proposition (EVP) had a mean score of 3.62 (SD = 0.68), suggesting that

respondents generally perceived the value offered by their organizations relatively positively. Leadership

recorded a mean of 3.54 (SD = 0.73), indicating moderately favorable perceptions of leadership quality and effectiveness. Meanwhile, Intent to Change Jobs had a lower mean of 2.91 (SD = 0.82), showing that respondents, on average, demonstrated a moderate tendency to consider leaving their current organizations. The relatively higher standard deviation for job-change intention also suggests greater variation in employees' withdrawal tendencies compared with their perceptions of EVP and leadership. Overall, these results provide an initial indication that respondents tended to evaluate their organizational value proposition and leadership positively, while their

intention to seek alternative employment remained at a moderate level.

4.3 Validity Test

Instrument validity was assessed using the Pearson Product-Moment correlation by correlating each questionnaire item with the total score of its respective construct. With 185 respondents, the critical correlation value at the 5% significance level was approximately 0.144. Accordingly, an item was considered valid when its correlation coefficient exceeded 0.144 and its significance value was below 0.05, indicating that the item adequately represented the construct being measured.

Table 3. Validity Test Results

Construct	Item	r-Calculated	r-Critical	Sig.	Result
Employee Value Proposition	EVP1	0.681	0.144	<0.001	Valid
	EVP2	0.742	0.144	<0.001	Valid
	EVP3	0.718	0.144	<0.001	Valid
	EVP4	0.763	0.144	<0.001	Valid
	EVP5	0.697	0.144	<0.001	Valid
	EVP6	0.731	0.144	<0.001	Valid
Leadership	L1	0.704	0.144	<0.001	Valid
	L2	0.781	0.144	<0.001	Valid
	L3	0.806	0.144	<0.001	Valid
	L4	0.754	0.144	<0.001	Valid
	L5	0.792	0.144	<0.001	Valid
	L6	0.725	0.144	<0.001	Valid
	L7	0.747	0.144	<0.001	Valid
Intent to Change Jobs	ICJ1	0.775	0.144	<0.001	Valid
	ICJ2	0.813	0.144	<0.001	Valid
	ICJ3	0.786	0.144	<0.001	Valid
	ICJ4	0.739	0.144	<0.001	Valid

Table 3 shows that all measurement items for Employee Value Proposition, Leadership, and Intent to Change Jobs satisfied the validity criteria. The calculated correlation coefficients ranged from 0.681 to 0.763 for EVP, 0.704 to 0.806 for Leadership, and 0.739 to 0.813 for Intent to Change Jobs. All values exceeded the critical correlation value of 0.144, with significance levels below 0.001. These results confirm that all questionnaire items were valid and adequately represented their respective constructs,

allowing them to be retained for subsequent reliability testing and regression analysis.

4.4 Reliability Test

Reliability analysis using Cronbach's Alpha showed that all constructs demonstrated strong internal consistency. Employee Value Proposition obtained an alpha coefficient of 0.887, Leadership 0.901, and Intent to Change Jobs 0.853, all exceeding the recommended threshold of 0.70. Leadership showed the highest reliability, but the coefficients for all

three variables indicate that their measurement items were consistently measuring the intended constructs and were therefore suitable for further statistical analysis.

4.5 Correlation Analysis

Table 4. Pearson Correlation Matrix

Variable	1	2	3
1. Employee Value Proposition	1.000		
2. Leadership	0.360***	1.000	
3. Intent to Change Jobs	-0.567***	-0.620***	1.000

Employee Value Proposition (EVP) was significantly and negatively correlated with intent to change jobs ($r = -0.567$, $p < 0.001$), indicating that stronger perceptions of organizational value were associated with lower job-change intention. Leadership also showed a significant negative relationship with intent to change jobs ($r = -0.620$, $p < 0.001$), with a somewhat stronger association than EVP. Meanwhile, EVP

Pearson correlation analysis was conducted to provide an initial assessment of the relationships among Employee Value Proposition, leadership, and intent to change jobs.

and leadership were positively correlated ($r = 0.360$, $p < 0.001$), but the correlation remained moderate and below levels typically associated with serious multicollinearity.

4.6 Classical Assumption Tests

Before multiple linear regression analysis was conducted, the assumptions of normality, multicollinearity, and homoscedasticity were examined.

Table 5. Classical Assumption Tests

Assumption	Indicator	EVP	Leadership	Result
Normality	Kolmogorov-Smirnov Sig.	0.200	—	Satisfied
Multicollinearity	Tolerance	0.870	0.870	Satisfied
	VIF	1.149	1.149	Satisfied
Heteroscedasticity	Glejser Sig.	0.278	0.414	Satisfied

Table 5 shows that all classical regression assumptions were satisfied. The Kolmogorov-Smirnov significance value of 0.200 indicated that the residuals were normally distributed. Multicollinearity was not a concern, as both EVP and Leadership had tolerance values of 0.870 and VIF values of 1.149, which were well within acceptable thresholds. The Glejser test also indicated no heteroscedasticity, with

significance values of 0.278 for EVP and 0.414 for Leadership. Therefore, the regression model met the required assumptions and was appropriate for subsequent hypothesis testing.

4.7 Multiple Linear Regression Analysis

Multiple linear regression was used to examine the effects of Employee Value Proposition and leadership on employees' intent to change jobs.

Table 6. Multiple Linear Regression Results

Variable	B	Std. Error	Standardized Beta	t	Sig.
Constant	5.621	0.274	—	20.515	<0.001
Employee Value Proposition	-0.347	0.058	-0.395	-5.983	<0.001
Leadership	-0.423	0.064	-0.478	-6.609	<0.001

The regression equation, $Y = 5.621 - 0.347X_1 - 0.423X_2$, indicates that

both Employee Value Proposition (EVP) and Leadership negatively predict

employees' intent to change jobs. Holding leadership constant, a one-unit increase in EVP was associated with a 0.347-unit decrease in job-change intention, while a one-unit increase in Leadership was associated with a 0.423-unit decrease when EVP was held constant. The constant of 5.621 serves primarily as a statistical intercept because the variables were measured using Likert scales. Both coefficients were consistent with the hypothesized negative relationships, and the standardized coefficients further showed that Leadership ($\beta = -0.478$) had a stronger association with intent to change jobs than EVP ($\beta = -0.395$).

4.8 Coefficient of Determination

The regression model produced an R^2 of 0.520, indicating that Employee

Value Proposition and Leadership jointly explained 52.0% of the variance in employees' intent to change jobs, while the remaining 48.0% was attributable to other factors outside the model. The Adjusted R^2 of 0.515 was close to the R^2 value, suggesting that the model's explanatory power remained stable after accounting for the number of predictors and sample size. In addition, the R value of 0.721 indicated a relatively strong collective association between the independent variables and employees' intent to change jobs.

4.9 Simultaneous Effect and F-Test

The F-test was conducted to determine whether Employee Value Proposition and leadership collectively had a statistically significant relationship with employees' intent to change jobs.

Table 7. ANOVA and F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	64.335	2	32.168	98.583	<0.001
Residual	59.387	182	0.326		
Total	123.722	184			

The F-test produced an F-statistic of 98.583 with a significance value of $p < 0.001$, indicating that the overall regression model was statistically significant at the 5% level. This result confirms that Employee Value Proposition and Leadership collectively explain a significant proportion of variation in employees' intent to change jobs. Therefore, H3 was supported, demonstrating that both predictors simultaneously have a significant effect on employees' job-change intention.

4.10 Discussion

The findings demonstrate that Employee Value Proposition (EVP) plays an important role in reducing employees' intent to change jobs. Employees who perceive that their organizations provide competitive compensation, career development, recognition, organizational support, work-life balance, and meaningful employment experiences are more likely to view their current employment relationship

positively and have fewer reasons to seek alternatives. This result is consistent with Social Exchange Theory, which suggests that employees tend to reciprocate favorable organizational treatment through stronger attachment and willingness to remain. It also aligns with previous studies showing that development, social, and economic value embedded in EVP can strengthen employees' intention to stay [14], [39]. Therefore, organizations should regard EVP as a comprehensive employment experience rather than merely a compensation package.

The findings also confirm the importance of leadership in shaping employees' decisions to remain with or leave an organization. Employees' daily experiences are substantially influenced by supervisors through communication, support, fairness, recognition, participation, and opportunities for development. Supportive and effective leadership can strengthen trust and

improve the perceived quality of the employment relationship, whereas poor communication, inconsistent treatment, limited recognition, and inadequate managerial support may encourage employees to consider alternative employment. This pattern is consistent with Social Exchange Theory because positive leadership provides relational resources that employees may reciprocate through continued organizational membership [9], [40]. The findings also support previous Indonesian studies demonstrating that constructive leadership practices are associated with lower turnover intention.

An important implication is that EVP and leadership represent distinct but complementary dimensions of employee retention. EVP reflects what the organization offers, while leadership reflects how employees experience the organization in their everyday work. Competitive rewards and career opportunities may be insufficient when employees experience ineffective leadership, while supportive supervisors may not fully compensate for inadequate compensation, limited career development, or unfavorable employment conditions. Moreover, many elements of EVP, such as recognition, development, and organizational support, are implemented through managerial behavior [30], [36], [41]. Consequently, inconsistencies between formal organizational promises and employees' actual experiences with leaders may weaken the credibility of the employment proposition and increase employees' willingness to seek opportunities elsewhere.

Overall, the findings suggest that employees' intent to change jobs should be addressed through an integrated retention strategy rather than through isolated human resource interventions. Organizations need to maintain an attractive and credible EVP while simultaneously strengthening leadership quality at supervisory and

managerial levels. This requires competitive and fair rewards, visible career pathways, employee development, recognition, supportive working conditions, and work-life considerations, together with leadership practices characterized by fairness, communication, feedback, and employee support. Aligning organizational value propositions with employees' actual leadership experiences can strengthen the employment relationship and provide employees with stronger reasons to remain with their current organizations.

4.11 Theoretical Implications

The findings support Social Exchange Theory by showing that employees' job-change intentions are shaped by both the value received from the organization and the quality of relationships with leaders. A stronger Employee Value Proposition reduces withdrawal intentions by providing valued financial, developmental, and organizational resources, while effective leadership strengthens the relational quality of the employment exchange. These results suggest that employees simultaneously evaluate organizational exchange value and relational exchange quality, thereby extending turnover research by integrating EVP and leadership within a single framework.

4.12 Practical Implications

The findings suggest that organizations should strengthen both their Employee Value Proposition (EVP) and leadership practices to reduce employees' intent to change jobs. Management should ensure that compensation, career development, recognition, work conditions, and work-life support remain relevant to employee needs, while supervisors should be equipped with strong communication, coaching, fairness, feedback, and development capabilities. Organizations should also regularly monitor early signs of withdrawal through surveys, stay interviews, and employee feedback,

while ensuring that formal EVP commitments are consistently reflected in employees' daily experiences.

5. CONCLUSION

This study concludes that Employee Value Proposition (EVP) and leadership are important determinants of employees' intent to change jobs in Indonesia. A stronger EVP and more effective leadership are associated with lower job-change intentions, with leadership showing the stronger influence. Together, both factors explain a substantial portion of employees' mobility intentions and

support Social Exchange Theory by highlighting the importance of organizational value and relational quality in retention decisions. Organizations should therefore combine competitive financial and non-financial employment offerings with supportive leadership practices. However, the cross-sectional design, non-probability sampling, and limited number of predictors constrain generalizability; future research should use broader samples, longitudinal designs, and additional variables such as job satisfaction, organizational commitment, work stress, and alternative employment opportunities.

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