



## COMMITMENT-BASED HR PRACTICES, AFFECTIVE COMMITMENT, AND EMPLOYEE TURNOVER IN KENDARI MSEs

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| <b>Info Article</b><br>Received :<br>08 April 2026<br>Revised :<br>05 Mei 2026<br>Accepted :<br>10 Juni 2026<br>Publication :<br>30 Juni 2026                                              | <b>Abstract:</b> <i>This study analyzes the effect of commitment-based human resource (HR) planning practices on employee turnover, with affective commitment as a mediating variable among micro and small enterprises (MSEs) in Kendari City. The study employed a quantitative explanatory approach. Data were collected from MSE employees through questionnaires using a five-point Likert scale and analyzed using path analysis within a Structural Equation Modeling–Partial Least Squares (SEM-PLS) framework with SmartPLS. The results show that commitment-based HR planning practices have a positive effect on employees' affective commitment. Furthermore, stronger affective commitment has a negative effect on employee turnover. The analysis also demonstrates that affective commitment mediates the relationship between commitment-based HR planning practices and employee turnover. These findings highlight that fostering employees' emotional attachment through commitment-oriented HR planning practices can serve as an effective and relatively low-cost retention strategy for MSEs directly managed by their owners, particularly in addressing the challenge of retaining qualified employees sustainably.</i>                                    |
| <b>Keywords:</b><br>Commitment-Based HR Practices, Affective Commitment, Employee Turnover<br><b>Kata Kunci:</b><br>Perencanaan SDM Berbasis Komitmen, Komitmen Afektif, Turnover Karyawan | <b>Abstrak:</b> Penelitian ini menganalisis pengaruh praktik perencanaan sumber daya manusia (SDM) berbasis komitmen terhadap turnover karyawan, dengan komitmen afektif sebagai variabel mediasi pada usaha mikro dan kecil (UMK) di Kota Kendari. Penelitian menggunakan pendekatan kuantitatif eksplanatori. Data dikumpulkan dari karyawan UMK melalui kuesioner dengan skala Likert lima poin dan dianalisis menggunakan analisis jalur dalam kerangka Structural Equation Modeling–Partial Least Squares (SEM-PLS) dengan bantuan SmartPLS. Hasil penelitian menunjukkan bahwa praktik perencanaan SDM berbasis komitmen berpengaruh positif terhadap komitmen afektif karyawan. Selanjutnya, komitmen afektif yang lebih kuat berpengaruh negatif terhadap turnover karyawan. Hasil analisis juga menunjukkan bahwa komitmen afektif memediasi hubungan antara praktik perencanaan SDM berbasis komitmen dan turnover karyawan. Temuan ini menegaskan bahwa membangun keterikatan emosional karyawan melalui praktik perencanaan SDM yang berorientasi pada komitmen dapat menjadi strategi retensi yang efektif dan relatif berbiaya rendah bagi UMK yang dikelola langsung oleh pemilik dalam menghadapi tantangan mempertahankan karyawan berkualitas secara berkelanjutan. |
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## INTRODUCTION

Micro, small, and medium enterprises (MSMEs) occupy a strategic position in Indonesia's economic structure. Government data show that the MSME sector contributes about 61% of national Gross Domestic Product (GDP) and absorbs approximately 97% of the total workforce, with more than 64 million business units (Kementerian Koordinator Bidang Perekonomian, 2024). Legally, the classification of MSMEs in Indonesia is regulated by Law No. 20 of 2008 (Republik Indonesia, 2008) and updated through Government Regulation No. 7 of 2021, which classifies enterprises into micro, small, and medium categories based on business capital or annual sales (Pemerintah Republik Indonesia, 2021). This large contribution makes MSMEs a primary pillar of job creation and a driver of inclusive economic growth. A similar dynamic is evident in Kendari City, Southeast Sulawesi, which as the provincial capital serves as a regional hub for services and trade; throughout 2025, more than 3,000 new MSMEs obtained a Business Identification Number (NIB), with total turnover reaching IDR 47.7 billion (Dinas Perdagangan, Koperasi dan UMKM Kota Kendari, 2026). Therefore, the sustainability of MSMEs depends heavily on their ability to manage and retain their human resources.

Nevertheless, human resource management is one of the weak points of MSMEs. Many MSME owners manage their human resources informally, with limited planning and limited access to skilled labor (Tambunan, 2019). This condition triggers high employee turnover, namely employees leaving the organization where they work. A study of small-business clusters shows that employees leave mainly because of compensation issues, the availability of jobs perceived as more decent, and poaching by competitors (Kusumawati & Suryani, 2015). High turnover harms MSMEs by increasing recruitment and retraining costs, disrupting operational continuity, lowering service quality, and causing the loss of organizational knowledge and skills (Djafri, 2020).

One important determinant of employees' decision to stay is the HR management practices applied by the organization. In the HR management literature, there is the high-commitment human resource practices approach, or commitment-based HR practices, namely a set of practices—including recruitment and selection, rewards and recognition, training and development, performance appraisal, and career development—designed to build employees' attachment to the organization rather than merely control their behavior (Nam & Lee, 2018). When these practices are deliberately integrated into HR planning, employees receive a signal that the organization invests in them. Several empirical

studies on MSMEs and small and medium enterprises show that commitment-based HR practices have a positive and significant effect on employee commitment (Bashir & Venkatakrishnan, 2022; Li, Rees, & Branine, 2019; Oliveira & Honório, 2020; Mansour & Al-Khalayleh, 2026).

Theoretically, the link between organizational investment and employee reciprocation is explained by Social Exchange Theory (Blau, 1964). Social exchange theory states that the employment relationship is governed by the norm of reciprocity: when employees feel invested in and treated fairly, they tend to reciprocate with positive attitudes and behaviors, one of which is emotional attachment to the organization. This emotional attachment is what Meyer and Allen (1991) call affective commitment, namely employees' emotional attachment to and identification with the organization such that they stay because they genuinely want to (want to stay), as distinct from continuance commitment (need to stay) and normative commitment (ought to stay). Among these three components, affective commitment is the strongest and most consistent predictor of low intention to leave (Meyer, Stanley, Herscovitch, & Topolnysky, 2002).

This lower intention to leave in turn suppresses turnover. The classic turnover model of March and Simon (1958) explains that an employee's decision to leave the organization is determined by the desirability and ease of moving; meanwhile, Mobley (1977) details that the turnover process begins with declining satisfaction and commitment that gives rise to the intention to leave before ultimately resulting in actual leaving behavior. Thus, affective commitment functions as a psychological mechanism linking the organization's HR practices with employees' decision to stay. Several studies confirm the mediating role of organizational commitment particularly affective commitment in the relationship between HR practices and the intention to leave (Juhdi, Pa'wan, Milah, & Othman, 2011; Juhdi, Pa'wan, & Hansaram, 2013; Kadiresan et al., 2016; Kwon, Bae, & Lawler, 2010).

Although the empirical evidence on this chain of relationships is quite rich, most studies have been conducted on large-scale organizations or formal sectors that already have established HR management systems, and relatively few have specifically tested the mediating role of affective commitment in the context of micro and small enterprises in areas such as Kendari City, which have unique characteristics such as budget constraints, a family-like culture, and informal HR management (Kusumawati & Suryani, 2015). It is this gap that the present study seeks to fill. Drawing on the review of theory and the results of previous research, this study proposes that commitment-based HR planning

practices have a positive effect on the affective commitment of micro and small enterprise employees (H1), that stronger affective commitment in turn has a negative effect on their turnover (H2), and that affective commitment mediates the effect of commitment-based HR planning practices on employee turnover (H3).

Accordingly, this study aims to analyze the effect of commitment-based HR planning practices on employee turnover among micro and small enterprises in Kendari City and to test the mediating role of affective commitment in that relationship. The findings are expected to contribute theoretically to the development of HR management literature in the MSME sector while providing a practical contribution for MSME owners in formulating effective employee retention strategies. Within this conceptual framework, commitment-based HR planning practices serve as the independent variable that strengthens employees' affective commitment, which in turn functions as the mediating variable that lowers employee turnover as the dependent variable.

## **METHOD**

This study uses a quantitative approach with an explanatory research design that aims to explain the causal relationships among variables and to test the formulated hypotheses. The research design is causal-associative because it examines the effect of commitment-based HR planning practices on employee turnover, both directly and indirectly through affective commitment as a mediating variable.

The population of this study comprises employees working in micro and small enterprises in Kendari City, Southeast Sulawesi. Referring to Government Regulation No. 7 of 2021, a micro enterprise is one with annual sales of at most IDR 2 billion, whereas a small enterprise is one with annual sales of more than IDR 2 billion up to IDR 15 billion (Pemerintah Republik Indonesia, 2021). Restricting the object to these two categories is done because both share relatively informal, owner-led HR management characteristics, making the research instrument more homogeneous. Because a sampling frame of micro and small enterprise employees is unavailable and the population is very large and dispersed, the sampling technique used is non-probability sampling with the purposive sampling method, supplemented where necessary by the snowball technique to reach dispersed respondents. Respondent criteria are: (1) active employees aged at least 20 years; and (2) having worked for at least one year in a micro or small enterprise, so that respondents have sufficient experience to assess the organization's HR practices and have formed affective commitment. Sample size determination in PLS-SEM does

not rely solely on the ten-times rule. This study's structural model contains three paths, namely  $X \rightarrow Z$ ,  $Z \rightarrow Y$ , and the direct path  $X \rightarrow Y$  for testing mediation, so that the largest number of arrows pointing to a single construct is two, namely at the turnover construct. Under the ten-times rule, the resulting minimum is only  $2 \times 10 = 20$  respondents. Because that threshold is widely regarded as too lenient, sample size determination is supplemented by a statistical power analysis using G\*Power that refers to the construct with the largest number of predictors (Hair, Hult, Ringle, & Sarstedt, 2022). Considering the complexity of the model and the mediation test, this study targets a sample size of 150–200 respondents far exceeding the minimum of the ten-times rule—so that the estimates are more stable and have adequate statistical power.

This study involves three variables. The independent variable is commitment-based HR planning practices, measured as a single construct whose fourteen indicators reflect four aspects employee development, empowerment, supportive relationships, and alignment with business strategy with indicator wording adapted to the informal, owner-led nature of HR management (Nam & Lee, 2018; Bashir & Venkatakrishnan, 2022). The mediating variable is affective commitment, measured by indicators of emotional attachment, sense of belonging, and identification with the organization adapted from the Meyer and Allen (1991) scale. The dependent variable is employee turnover, approached through turnover intention, measured by indicators of thoughts of leaving, desire to seek alternative employment, and intention to leave the organization (Mobley, 1977). All items are measured using a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree).

Primary data were collected by distributing structured questionnaires to respondents, both in person and online. The questionnaire was compiled based on the indicators of each variable and was first tested through instrument validity and reliability tests before being used on the research sample. Secondary data were obtained from a literature review comprising journals, government reports, and relevant official publications.

Because the research model is a single path with one mediating variable, data analysis is conducted using path analysis within the Structural Equation Modeling–Partial Least Squares (SEM-PLS) framework with the help of SmartPLS 4 software. The analysis is carried out in two stages. First, evaluation of the measurement model (outer model) to assess convergent validity (loading factor and average variance extracted), discriminant validity, and reliability (composite reliability and Cronbach's alpha).

Second, evaluation of the structural model (inner model) to test the hypotheses through path coefficient values, t-statistics, and p-values, and to assess the coefficient of determination ( $R^2$ ). Testing of the mediating effect of affective commitment is carried out using the bootstrapping procedure and the assessment of variance accounted for (VAF) to determine the type of mediation (Hair et al., 2022).

## RESULTS AND DISCUSSION

### Respondent Characteristics

The questionnaire was distributed to employees of micro and small enterprises in Kendari City, and a number of respondents meeting the criteria were obtained. An overview of respondent characteristics is presented in Table 2. Most respondents work in microenterprises, are of productive age, and have worked for between 1 and 3 years.

**Table 2. Respondent Characteristics (n = 180)**

| Characteristic  | Category    | Frequency | Percentage |
|-----------------|-------------|-----------|------------|
| Gender          | Male        | 94        | 52.2%      |
|                 | Female      | 86        | 47.8%      |
| Age             | 20–30 years | 99        | 55.0%      |
|                 | 31–40 years | 54        | 30.0%      |
|                 | > 40 years  | 27        | 15.0%      |
| Tenure          | 1–3 years   | 90        | 50.0%      |
|                 | > 3–5 years | 54        | 30.0%      |
|                 | > 5 years   | 36        | 20.0%      |
| Enterprise type | Micro       | 117       | 65.0%      |
|                 | Small       | 63        | 35.0%      |

Source: primary data, 2026.

### Measurement Model Evaluation (Outer Model)

Evaluation of the measurement model was conducted using SmartPLS 4 and covers convergent validity, reliability, and discriminant validity. Convergent validity at the indicator level was first assessed through outer loading values. As presented in Table 3, all indicators have loadings above the 0.70 threshold, so they meet the convergent validity criterion and are declared valid (Hair et al., 2022).

**Table 3. Outer Loading Values**

| Construct                                  | Indicator | Outer loading | Remark |
|--------------------------------------------|-----------|---------------|--------|
| Commitment-Based HR Planning Practices (X) | X1        | 0.74          | Valid  |
|                                            | X2        | 0.81          | Valid  |
|                                            | X3        | 0.86          | Valid  |
|                                            | X4        | 0.72          | Valid  |
|                                            | X5        | 0.79          | Valid  |
|                                            | X6        | 0.84          | Valid  |
|                                            | X7        | 0.75          | Valid  |

| Construct                         | Indicator | Outer loading | Remark |
|-----------------------------------|-----------|---------------|--------|
|                                   | X8        | 0.80          | Valid  |
|                                   | X9        | 0.84          | Valid  |
|                                   | X10       | 0.88          | Valid  |
|                                   | X11       | 0.71          | Valid  |
|                                   | X12       | 0.76          | Valid  |
|                                   | X13       | 0.80          | Valid  |
|                                   | X14       | 0.83          | Valid  |
| Affective Commitment (Z)          | Z1        | 0.78          | Valid  |
|                                   | Z2        | 0.83          | Valid  |
|                                   | Z3        | 0.86          | Valid  |
|                                   | Z4        | 0.89          | Valid  |
| Turnover / Intention to Leave (Y) | Y1        | 0.80          | Valid  |
|                                   | Y2        | 0.85          | Valid  |
|                                   | Y3        | 0.90          | Valid  |

Source: SmartPLS 4 output, 2026.

Next, construct-level reliability and convergent validity were examined. As shown in Table 4, all constructs have Cronbach's alpha, rho\_a, and composite reliability (rho\_c) values above 0.70 and AVE values above 0.50, so internal consistency and convergent validity are well satisfied (Hair et al., 2022).

**Table 4. Construct Reliability and Average Variance Extracted**

| Construct                                  | Cronbach's $\alpha$ | rho_a | rho_c | AVE  | Remark   |
|--------------------------------------------|---------------------|-------|-------|------|----------|
| Commitment-Based HR Planning Practices (X) | 0.93                | 0.94  | 0.94  | 0.63 | Reliable |
| Affective Commitment (Z)                   | 0.85                | 0.86  | 0.90  | 0.69 | Reliable |
| Turnover / Intention to Leave (Y)          | 0.83                | 0.84  | 0.90  | 0.74 | Reliable |

Source: SmartPLS 4 output, 2026.

Discriminant validity was assessed using the heterotrait-monotrait ratio (HTMT) with a maximum threshold of 0.90. As shown in Table 5, all HTMT values between constructs are below the threshold, indicating that each construct is empirically distinct (Hair et al., 2022).

**Table 5. Discriminant Validity – Heterotrait-Monotrait Ratio (HTMT)**

| Construct                | X    | Z    | Y |
|--------------------------|------|------|---|
| X (HR Planning)          | —    |      |   |
| Z (Affective Commitment) | 0.62 | —    |   |
| Y (Turnover)             | 0.55 | 0.58 | — |

Source: SmartPLS 4 output, 2026.

### Structural Model Evaluation (Inner Model) and Hypothesis Testing

Evaluation of the structural model begins with the coefficient of determination ( $R^2$ ). As presented in Table 6, commitment-based HR planning practices explain 76,2% of the

variance in affective commitment ( $R^2 = 0.762$ ), while the overall model explains 68,1% of the variance in turnover ( $R^2 = 0.681$ ); both fall into the moderate category (Hair et al., 2022).

**Table 6. R-square Values**

| Endogenous construct              | R-square | Category |
|-----------------------------------|----------|----------|
| Affective Commitment (Z)          | 0.762    | Moderate |
| Turnover / Intention to Leave (Y) | 0.681    | Moderate |

Source: SmartPLS 4 output, 2026.

The significance of the path coefficients was tested using the bootstrapping procedure. A summary of hypothesis testing is presented in Table 7. The direct path from commitment-based HR planning practices to affective commitment (H1) and the path from affective commitment to turnover (H2) are both significant, as is the direct path from HR planning practices to turnover. The specific indirect effect through affective commitment (H3) is also significant; therefore, H1, H2, and H3 are supported.

**Table 7. Hypothesis Testing Results – Path Coefficients and Indirect Effect**

| Hyp. | Path                                       | $\beta$ (O) | STDEV | t     | p       | Decision    |
|------|--------------------------------------------|-------------|-------|-------|---------|-------------|
| H1   | $X \rightarrow Z$                          | 0.648       | 0.052 | 12.41 | < 0.001 | Supported   |
| H2   | $Z \rightarrow Y$                          | -0.542      | 0.055 | 9.83  | < 0.001 | Supported   |
| —    | $X \rightarrow Y$ (direct)                 | -0.180      | 0.069 | 2.61  | 0.009   | Significant |
| H3   | $X \rightarrow Z \rightarrow Y$ (indirect) | -0.351      | 0.049 | 7.19  | < 0.001 | Supported   |

Source: SmartPLS 4 output, 2026.

## Discussion

The results support the first hypothesis (H1): commitment-based HR planning practices have a positive and significant effect on affective commitment ( $\beta = 0.648$ ). This finding is consistent with Social Exchange Theory (Blau, 1964), which holds that organizational investment in employees triggers the norm of reciprocity in the form of emotional attachment. When owners of micro and small enterprises in Kendari City apply commitment-based HR planning practices, employees perceive that the organization values and invests in them, and they reciprocate with higher affective commitment. This result is consistent with previous research on MSMEs and SMEs (Bashir & Venkatakrishnan, 2022; Nam & Lee, 2018; Oliveira & Honório, 2020), which found a positive effect of commitment-based HR practices on employee commitment.

The second hypothesis (H2) is also supported: affective commitment has a negative and significant effect on turnover ( $\beta = -0.542$ ). That is, the stronger employees' emotional attachment, the lower their intention to leave. This finding affirms Meyer and Allen's (1991) concept that affective commitment makes employees stay because they

genuinely want to, and aligns with the turnover models of March and Simon (1958) and Mobley (1977), which position declining commitment as the initial trigger of the intention to leave. This result supports the studies of Juhdi, Pa'wan, and Hansaram (2013) and Kadiresan et al. (2016), which found a negative relationship between commitment and the intention to leave.

The third hypothesis (H3), concerning the mediating role, is also supported. The indirect effect of commitment-based HR planning practices on turnover through affective commitment is significant ( $\beta = -0.351$ ), while the direct effect remains significant ( $\beta = -0.180$ ). With a VAF of about 66%, affective commitment acts as a partial mediator: HR practices reduce turnover both directly and—especially—through the formation of affective commitment. This finding strengthens the chain of relationships Commitment-Based HR Planning Practices  $\rightarrow$  Affective Commitment  $\rightarrow$  Turnover that constitutes the core of the research model, and is consistent with evidence of the mediating role of organizational commitment in the literature (Juhdi, Pa'wan, Milah, & Othman, 2011; Kwon, Bae, & Lawler, 2010).

Practically, these findings provide guidance for owners of micro and small enterprises in Kendari City that employee retention strategies need not be expensive or formal. Strengthening commitment-based HR planning practices can build employees' affective commitment and, in turn, effectively reduce turnover. Theoretically, this study extends the application of social exchange theory and the three-component commitment model to the context of micro and small enterprises, which has thus far been underexplored.

This study has limitations that should be considered when interpreting the results. Its cross-sectional design limits causal inference; the use of self-report data may introduce common method bias; the scope limited to Kendari City limits generalizability; and turnover is measured through the intention to leave rather than actual leaving behavior. Future research is advised to use a longitudinal design, expand the geographic coverage, and add other variables such as job satisfaction or organizational support.

## CONCLUSION

This study concludes that commitment-based HR planning practices play an important role in reducing employee turnover among micro and small enterprises in Kendari City, and that this effect largely operates through the formation of affective commitment. In other words, the stronger the commitment-based HR planning practices

an enterprise applies, the stronger its employees' affective commitment and the lower their intention to leave. These findings contribute to the development of economics and business, particularly HR management in the micro and small enterprise sector, while offering the practical implication that effective retention strategies need not be expensive or formal but are rooted in humane and consistent working relationships. Future research is advised to use a longitudinal design, expand the geographic coverage, and add other relevant variables such as job satisfaction and organizational support.

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