Integration of Artificial Intelligence and Retention Intention: The Role of Adaptability and Employee Engagement in the Era of Digital Transformation

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Abstract
This study aims to analyze the role of employee attachment in mediating the integration of artificial intelligence with retention intention with adaptability as a moderation variable in employees of BPJS Employment Madiun Branch Office. This study applied a quantitative approach using a sample of primary data from 35 respondents, namely all employees of BPJS Employment Madiun Branch Office. The data was analyzed using SmartPLS software v.4.1.0.9. The results of the study show that the integration of artificial intelligence and employee engagement has a positive and significant effect on retention intention. Employee engagement can mediate the relationship between the integration of artificial intelligence and retention intention, and the existence of adaptability can strengthen the relationship between the two. This research offers novelty by integrating artificial intelligence as a strategic factor in human resource management, analyzing not only its direct influence on retention intention but also through the psychological mechanisms of employee engagement as a mediating variable and adaptability as a moderating variable. This is different from previous research that has generally focused on the impact of technology or employee engagement separately.

Keywords: *Artificial Intelligence; Employee Engagement; Adaptability; Retention Intention.*

INTRODUCTION

Managing a company or organization requires competent and well-structured management, which is useful to ensure that all the goals that have been set can be realized. As stated by George R. Terry in Aditama (2020), management can be interpreted as a series of activities that include the process of planning, organizing, directing, and controlling in order to achieve predetermined goals, by utilizing human resources and other available resources. Meanwhile, according to Hasibuan (2017), Management is a process as well as a skill in managing and maximizing the potential of human resources and other supporting resources to realize the planned goals. Employee turnover is a difficult challenge to face and needs to be controlled. Therefore, before the employee turnover rate occurs, companies or organizations need to pay attention to retention intention. Retention intention is a conscious willingness for an employee to remain in a profession they are currently in (Liu et al., 2023).

In the era of digital transformation like today, strategic policies to respond to changes need to be made, this is due to the use of digital technology so that it gives rise to new ways that can make work easier, so that various business actors, both companies and organizations, are required to accept various changes comprehensively in various fields of work. According to Ertel in Surya Mahendra et al. (2024) Artificial intelligence is a system designed and developed by humans that can mimic human activities and has a framework to think like humans when doing different jobs. The integration of artificial intelligence in talent management models is able to increase employee engagement through more in-depth sentiment analysis, which in turn can strengthen their attachment to the organization (Rožman et al., 2022). Artificial intelligence-based software can support management and monitor employee engagement levels (Sari et al., 2020).

Employee engagement is the level of emotional, physical, and mental participation shown by employees towards their work and organization (Kurniawati & Raharja, 2023). Research by Panggabean *et al.* (2023) On Employee Retention and Job Satisfaction Influenced by Training and Development and Mediated by Employee engagement found results that training and also development affect job

satisfaction and have an impact on employee retention through the mediating role of employee engagement . Another study by Suhendra (2021), found that employee engagement has a significant positive influence on retention intention. However, the research of Faza *et al.* (2025) and Alrianti & Ekhsan (2024) actually got different results where, the results showed that employee engagement did not have a significant influence on employee retention.

This perspective makes human resource management always considered a dynamic field that is able to adapt to change. Adaptability is a behavioral change characterized by an innovative or creative approach in response to environmental changes (Boylan & Turner, 2017). Organizational efforts in career development are positively correlated with employee retention, where career adaptability plays a role as a moderation variable (Biswas, 2025).

This research focuses on retention intention, which is the intention or desire of individual employees to stay in the organization. This focus is important because most previous research has focused more on employee retention, namely the ability of organizations to retain their employees as in the Al-ayed (2025) study; Biswas (2025); Kurniawati & Raharja (2023); Paigude et al (2023). In fact, before companies are able to increase employee retention, companies need to understand the factors that affect retention intention, as found by Mardanov (2020) who found that retention intention is an important predictor of employee retention. This is important because the intention to stay is an early indicator before an employee actually decides to stay at work or leave the organization. This research is expected to be the basis for BPJS Employment, especially the Madiun Main Branch Office, in optimizing the integration of artificial intelligence in the work system by paying attention to employee engagement and adaptability.

METHODS

This research was conducted quantitatively with the population of this study being all employees of BPJS Employment Madiun Main Branch Office and Perintis Branch Office under its auspices which amounted to 35 employees. The sampling technique applied is *non-probability sampling*, which is a sampling method that does not provide the same opportunity for each member of the population to be selected. The technique used is saturated samples, where all members of the population are used as research samples, considering the relatively limited number of populations.

The data of this study was taken by distributing questionnaires to respondents through google forms. The scale in the questionnaire used is the Interval Scale. In a book by Paramita et al. (2021), explained that the interval scale is a data measurement method that produces values with a significant range (meaning), even though the single value or absolute zero value does not have an absolute meaning consisting of the agree-disagree scale and the continuous scale. Therefore, this study was conducted using an interval scale with the agree-disagree scale technique, where respondents assessed each statement for the variables studied in the range of 1 (Strongly Disagree) to 10 (Strongly Agree).

RESULTS and DISCUSSION
Results

The primary data obtained by the researcher in this study was obtained by distributing questionnaires to respondents. With the following characteristics.

Table 1 Description of the Research Respondents

Characteristic	Sub – characteristic	Total	Percentage
Gender	Male	21	60%
	Female	14	40%
Final Education	Diploma	0	0%
	Bachelor	34	97,1%
	Magister	1	2,9%
Length of work	< 1 Year	0	0%
	1 – 5 Year	1	2,9%
	> 5 Year	34	97,1%

Source: Primary data processed by the author (2026)

Based on Table 1, it can be seen that the majority of respondents in this study are male, namely 21 people (60%), while female respondents are 14 people (40%). This composition shows that the participation of male respondents is more dominant than that of females. Respondents have a Bachelor's

education level (S1), which is 34 people (97.1%). Meanwhile, respondents with a Master's education (S2) amounted to 1 person (2.9%), and there were no respondents with a Diploma education level (0%). This composition shows that the respondents in this study are dominated by individuals with higher education backgrounds, especially Bachelor's graduates.

The majority of respondents had a working period of more than 5 years, which was 34 people (97.1%). Meanwhile, respondents with a working period of 1-5 years were only 1 person (2.9%), and there were no respondents with a working period of less than 1 year (0%). This composition shows that the research respondents are dominated by employees who have had long and in-depth work experience at the BPJS Employment Madiun Branch Office. The high proportion of respondents with a working period of more than 5 years indicates that they have understood the work system, policies, and service procedures applied.

The questionnaire that will be distributed to the respondents contains various statements based on the variables that are studied using various indicators with the following details.

Table 2 Variable Description

Variable	Code	Statement	Total Answer Score	Average Answer	Category
Integration of Artificial Intelligence	X1	The system I use in my workplace is capable of calculating, sorting and retrieving data from databases as well as performing repetitive and common tasks.	315	9,00	High
	X2	The system used in my workplace is able to recognize and understand ambiguous or incomprehensible information.	316	9,03	High
	X3	My workplace system helps analyze data to support decision-making.	312	8,91	High
	X4	My workplace system is able to tailor responses or services according to the needs and conditions of the participants.	312	8,91	High
Adaptability	Z1	I am able to stay calm, act effectively and respond when facing emergency situations or crises at work.	292	8,34	High
	Z2	I'm ready to deal with overload, multitasking, and time pressures without compromising on the quality of work.	290	8,29	High
	Z3	I am able to find new creative ways or solutions when facing work problems.	286	8,17	High
	Z4	I was able to work well despite facing uncertain or unpredictable work situations.	289	8,26	High
	Z5	I quickly learn new tasks, technologies, or procedures required in the job.	285	8,14	High
Employee Engagement	M1	I feel energized and energized when I go about my job.	310	8,86	High
	M2	I feel enthusiasm and pride for the work I am currently doing.	303	8,66	High
	M3	I am often so focused and concentrated on work that I don't feel like time is going by.	307	8,77	High
Retention Intention	Y1	I want to stay working in this organization/company for a long time.	313	8,94	High
	Y2	At the moment I have no intention of looking for a job in another company or organization.	311	8,89	High
	Y3	I want to develop my career and future in this organization/company.	311	8,89	High

Source: Primary data processed by the author (2026)

Based on Table 2, it is known that the average overall response from respondents to each of the integration of artificial intelligence indicators, which is 8.96, is in the high category. The system used in my workplace was able to recognize and understand ambiguous or difficult-to-understand information with the highest percentage of answers, with a value of 9.03. These findings indicate that the integration

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of artificial intelligence in the BPJS Employment Madiun Branch Office is considered to have good analytical skills in understanding complex or ambiguous information. The average answer to the adaptability indicator of 8.24 is in the high category. I can remain calm, act effectively, and respond when facing emergencies or crises at work, having the highest answer percentage with a score of 8.34. This shows that the majority of BPJS Employment of the Madiun Branch Office employees feel able to control their emotions, think clearly, and take the right actions when facing crisis or emergency conditions. The average answer to the employee engagement indicator of 8.76 is included in the high category. I feel energized and excited when I go through my work. I have the highest answer percentage, which is 8.86. These findings show that the majority of BPJS Employment of the Madiun Branch Office employees have a very good level of energy and work spirit in carrying out their daily duties. The average answer to the retention intention indicator, which is 8.91, is in the high category. I want to stay working in this organization/company for a long time, having an answer percentage of 8.94. These findings show that the majority of BPJS Employment Madiun Branch Office employees have a long-term commitment to the organization and feel comfortable and confident to continue their careers at BPJS Employment.

Outer Model Result (Measurement Model)

Outer model analysis is an analysis that aims to assess the measurement construct of a latent variable by conducting validity and reliability tests. The following is the outer model for each variable.
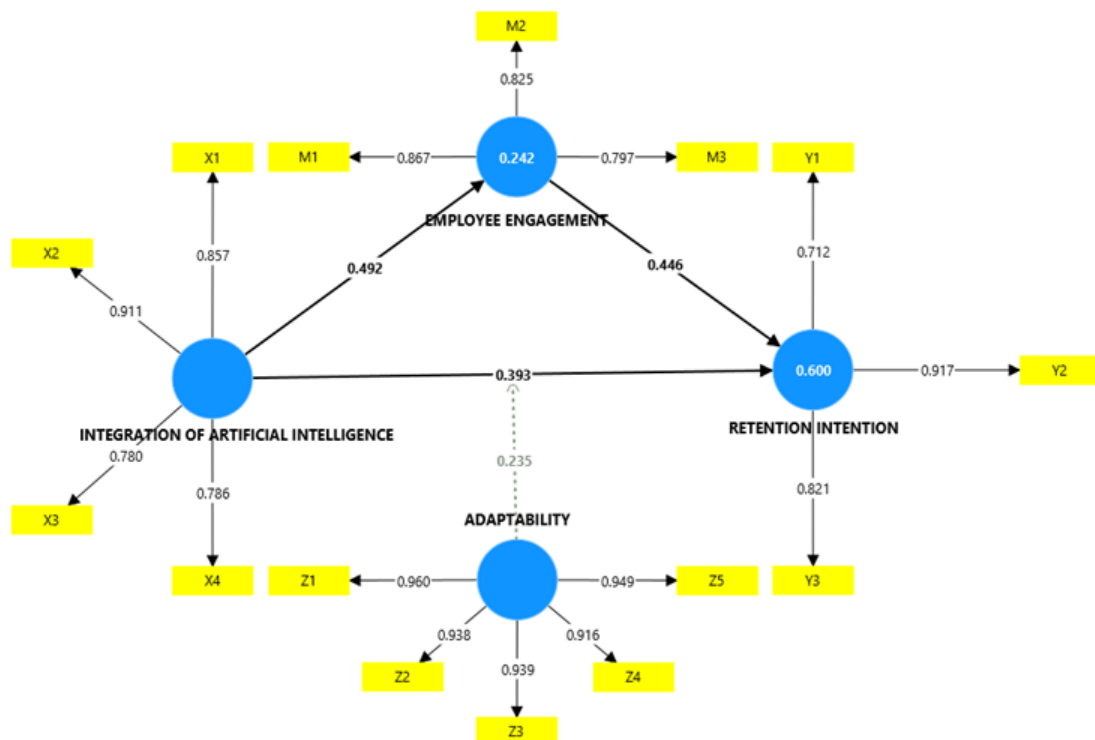

Figure 1 Outer Model. Source: Output SmartPls v.4.1.0.9 (2026)

Figure 2 shows the outer model in this study, which consists of 4 variables, namely integration of artificial intelligence, adaptability, employee engagement, and retention intention. The following is a test of the validity and reliability of this study.

Table. 3 Validity and Reliability Tests

Variable	Item	Outer Loading	Construct Reliability and Validity			Description
			Cronbach's alpha	Rho_c	AVE	
Integration of Artificial Intelligence	X1	0,857	0,855	0,902	0,698	Valid
	X2	0,911				Valid
	X3	0,780				Valid
	X4	0,786				Valid
Adaptability	Z1	0,960	0,967	0,975	0,885	Valid
	Z2	0,938				Valid

Variable	Item	Outer Loading	Construct Reliability and Validity			Description
			Cronbach's alpha	Rho_c	AVE	
	Z3	0,939				Valid
	Z4	0,916				Valid
	Z5	0,949				Valid
Employee Engagement	M1	0,867	0,786	0,869	0,689	Valid
	M2	0,825				Valid
	M3	0,797				Valid
Retention Intention	Y1	0,712	0,755	0,860	0,674	Valid
	Y2	0,917				Valid
	Y3	0,821				Valid

Sources: Output SmartPls v.4.1.0.9 (2026)

Based on the statistical tests in Table 3, it can be explained that all indicators used during the testing of each variable can be considered valid. This can be reviewed from the outer loading value for each indicator that exceeds 0,70. This is as stated by (Hair et al., 2018) that the data can be accepted if the loading factor exceeds 0,70. Indicates that all indicator loads against the construct are greater than their cross-loading. Therefore, this model has qualified for discriminant validity. The discriminant validity is said to be valid if Cronbach's alpha value and the composite reliability (rho_c) value are > 0,70. As for the average variance extracted (AVE) value, it must exceed 0,50.

Inner Model (Structural Model)

At this stage, an internal path or model is established that will describe the relationships and sequences between latent variables. The following are the results of the inner model of this study.

Table 4 R-Square

Variable	R-square	R-square adjusted
Employee Engagement	0,242	0,219
Retention Intention	0,600	0,546

Source: SmartPls Output v.4.1.0.9 (2026)

Based on Table 4, it can be seen that the R-square value of the variation in employee engagement has a weak influence because the R-square value is only 0,242 or only 24,2%, which can be explained by the independent variables used in this study model. Meanwhile, the remaining 75,8% were influenced by other factors outside the model. Furthermore, the R-square adjusted value of 0,219 showed that after adjusting for the number of variables and sample size, the model's ability to explain employee engagement decreased slightly. This indicates that the model still has limitations in explaining these variables comprehensively. The R-square value of retention intention variation has a moderate influence because it has an R-square value of 0,600 which means that 60% can be explained by independent variables in the model, while the other 40% can be explained by other factors outside the study. The R-square adjusted value of 0,546 shows that the research model is relatively good in explaining employees' intention to stay.

Model Fit Testing

Model fit is used to assess the suitability of the model. The results of the model goodness testing output from this study can be explained as follows.

Table 5 Model Fit

	Saturated model	Estimated model
SRMR	0,089	0,090
NFI	0,740	0,741

Source: SmartPls Output v.4.1.0.9 (2026)

Based on Table 5, it can be seen that the SRMR value on the model is 0,090 and is already below the limit of < 0,10, so it can be concluded that the model has a good level of fit. The difference between the saturated and estimated models is very small, indicating the stability of the structural model. However, the NFI value is still far from ideal as it is only 0,741 which indicates that the model still has room for improvement to achieve a more optimal level of conformity.

Hypothesis Testing

Hypothesis testing is a statistical process that is carried out to determine whether a research hypothesis can be accepted or rejected. The following are the results of hypothesis testing from this study.

Table 6 Hypothesis Test Results

Hypothesis	Path Coefficient	T statistics	P values	Description
Ha1. Integration of Artificial Intelligence → Retention Intention	0,393	2,314	0,021	Significant
Ha2. Integration of Artificial Intelligence → Employee Engagement	0,492	3,572	0,000	Significant
Ha3. Employee Engagement → Retention Intention	0,446	3,289	0,001	Significant

Source: SmartPls Output v.4.1.0.9 (2026)

The Effect of Integration of Artificial Intelligence on Retention Intention

The test results showed that the path coefficient value was 0,393 and the p-value was 0,021 ($< 0,05$) while the T-Statistic value was 2,314 ($> 1,96$), so that the first hypothesis (Ha1) was acceptable. Based on the results of the test, it can also be concluded that the integration of artificial intelligence has a positive and significant effect on retention intention in employees of BPJS Employment Madiun Branch Office. This means that any improvement in the integration of artificial intelligence will increase retention intention. These results are supported by previous research showing that artificial intelligence plays an important role in increasing employee retention (Al-ayed, 2025; Azeem et al., 2024; and Paigude et al., 2023). Artificial Intelligence not only serves as an operational tool but also as a means to create a more efficient, equitable work environment and support employee development. Therefore, organizations are advised to continue to develop the integration of artificial intelligence in a sustainable manner while still paying attention to the human-centered aspect, so that the benefits of this technology can be felt optimally and have a positive impact on employee retention in the long term.

The Effect of Integration of Artificial Intelligence on Employee Engagement

Based on the test results, a path coefficient value of 0,492 was obtained with a T-statistic value of 3,572 and a p-value of 0,000 ($< 0,05$). This value shows that the integration of artificial intelligence has a positive and significant influence on employee engagement at BPJS Employment Madiun Branch Office employees. Thus, the second hypothesis (Ha2) is acceptable. These findings indicate that the better the application and integration of artificial intelligence in the organization, the higher the level of employee engagement to work and the organization. These results are in line with other studies that confirm that the application of artificial intelligence-based software can increase employee engagement (Emilisa et al., 2025; Gayathiri G, 2025; and Sari et al., 2020). Organizations that are able to implement artificial intelligence appropriately, transparently, and oriented to employee needs will find it easier to create a conducive work environment and increase employee engagement in an ongoing manner.

The Effect of Employee Engagement on Retention Intention

Based on the test results, a path coefficient value of 0.446 was obtained with a T-statistic value of 3,289 and a p-value of 0,001 ($< 0,05$). These results show that employee engagement has a positive and significant effect on retention intention in employees of BPJS Employment Madiun Branch Office. Thus, the third hypothesis (Ha3) is declared accepted. These findings confirm that employee engagement is an important factor that directly influences employees' decisions to stay and continue their careers within the organization, where increasing employee engagement will increase retention intention. These results are in line with previous research that stated that employee engagement has a positive and significant influence on employee retention (Ekhsan et al., 2023; Milliman et al., 2018; Panggabean et al., 2023; and Suhendra, 2021).

Mediation Test

Examining the extent to which an independent variable affects the dependent variable through the role of the mediating variable, so that the influence that occurs is not direct. With bootstrapping (5,000 samples, 95% confidence interval), here are the results.

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Table 7 Mediation Test Results

Hypothesis			Indirect Path Coefficient	T statistics	P values	Description
Ha4. Integration of Artificial Intelligence → Employee Engagement → Retention Intention			0,219	2,379	0,017	Significant

Source: Output SmartPls v.4.1.0.9 (2026)

The Effect of Integration of Artificial Intelligence on Retention Intention through Employee Engagement

Based on the test results, an indirect path coefficient value of 0,219 with a T-statistic value of 2,379 and a p-value of 0,017 ($< 0,05$) was obtained. These results show that the integration of artificial intelligence has a positive and significant effect on retention intention through employee engagement among employees of BPJS Employment Madiun Branch Office. Thus, the fourth hypothesis (Ha4) is declared accepted. These findings indicate that employee engagement plays a mediating role that bridges the influence of the integration of artificial intelligence on employees' intention to stay in the organization. These results confirm that the influence of artificial intelligence on retention intention is not only direct but also takes place through psychological mechanisms in the form of increased employee engagement. Effective integration of artificial intelligence first creates a more efficient, structured, and supportive work experience, thus encouraging the emergence of employees' emotional and cognitive involvement in work and organization. This engagement then strengthens the employee's intention to stay in the organization.

Theoretically, the mediating role of employee engagement occurs when work resources increase, employees will be more involved in their work. This engagement then produces positive outcomes, one of which is an increase in employee retention intention. Thus, employee engagement becomes an important mechanism that explains how technological resources impact work behavior. In addition, when organizations provide support in the form of artificial intelligence technology that makes work easier and improves work quality, employees will respond positively by increasing their engagement and loyalty. This loyalty is reflected in higher retention intentions. In this context, employee engagement serves as a form of psychological reciprocity for perceived organizational support.

Moderation Test

The moderation test is a statistical analysis procedure used to find out whether a variable (moderator variable) can strengthen, weaken, or change the direction of the relationship between an independent variable and a dependent variable. The results are as described as follows.

Table 8 Moderation Test Results

Hypothesis	Path Coefficient	T statistics	P values	Description
Ha5. Integration of Artificial Intelligence × Adaptability → Retention Intention	0,235	2,137	0,033	Significant

Sources: Output SmartPls v.4.1.0.9 (2026)

The Role of Adaptability in Moderating the Influence of Integration of Artificial Intelligence on Retention Intention

Based on the results of the moderation effect test, the path coefficient value of the interaction between adaptability and integration of artificial intelligence on retention intention was 0,235 with a T-statistic value of 2,137 and a p-value of 0,033 ($< 0,05$). These results show that adaptability significantly moderates the relationship between integration of artificial intelligence and retention intention. Thus, the fifth hypothesis (Ha5) is declared accepted. These findings indicate that the influence of integration of artificial intelligence on employee retention intentions becomes stronger when employees have a high level of adaptability. These results show that the application of artificial intelligence does not have a uniform impact on all employees. Differences in adaptability levels lead to variations in how employees respond to technological changes.

Employees who have high adaptability tend to be more able to accept, understand, and utilize artificial intelligence systems in their work. On the other hand, employees with low adaptability have the potential to experience difficulties, anxiety, or resistance to technology-based changes, so the impact of artificial intelligence on retention intention becomes less optimal. Adaptive employees are better able to manage stress due to the demands of learning new technologies and changes in work processes. This ability makes the work experience with artificial intelligence more positive, thereby increasing satisfaction and commitment to the organization. In the end, this condition strengthens retention intention.

CONCLUSION

Based on the results of research and discussions that have been conducted, it can be concluded that the integration of artificial intelligence has a positive and significant effect on employee retention intention, both directly and indirectly through employee engagement. The application of artificial intelligence that is able to effectively support data processing, decision-making, and service customization not only improves work efficiency but also creates a more comfortable, structured, and supportive work experience, thereby increasing employee engagement. High employee engagement has been proven to strengthen the intention to stay because of the emotional bond and a sense of meaning to work. In addition, adaptability plays a role as a moderation variable that strengthens the influence of integration of artificial intelligence on retention intention, where employees with high adaptability are better able to utilize artificial intelligence as an opportunity for self-development, while low adaptability can hinder the optimization of the benefits of artificial intelligence in increasing employee retention intention.

Organizations are advised to optimize the integration of artificial intelligence in the work system by paying attention to the needs and comfort of employees through the application of artificial intelligence that is not only oriented to operational efficiency, but also to improving work experience and employee engagement, which is supported by training and mentoring, so that employees can adapt to technological changes. Human resource management is expected to utilize artificial intelligence as a strategic tool in data-driven decision-making, objective performance management, and targeted career development, while increasing employee adaptability through training programs and a culture of continuous learning. On the other hand, employees are expected to have an open attitude and good adaptability to artificial intelligence-based technology developments to be able to utilize this technology as a means of self-development and performance improvement.

BPJS Employment Madiun Branch Office needs to implement the integration of artificial intelligence with a human-centered approach that is not only oriented towards operational efficiency, but also on improving work experience, engagement, and employee retention. Employees of BPJS Employment Madiun Branch Office are expected to be able to use artificial intelligence strategically in data-driven decision-making, objective performance management, and targeted career development, accompanied by efforts to increase employee engagement through a supportive work environment and fair system. In addition, increasing employee adaptability through continuous training, digital competency development, and an adaptive learning culture are important factors so that employees are able to respond positively to technological changes, so that the application of artificial intelligence can have an optimal impact on the sustainability of human resources and organizational competitiveness.

This study has limitations. The number of samples used in the study is still very small. In addition, it is expected that future research will use other variables that are considered to have a strong influence on retention intention because the variables of integration of artificial intelligence and employee engagement, although significant, still have a low influence.

Awards

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