

The Influence of Transformational Leadership Style On Turnover Intention Mediated By Organizational Commitment and Employee Job Satisfaction (Empirical Study: Employees at PT Global Loyalty Indonesia)

Gregorius Reza Triska Yulianto
Universitas Bunda Mulia, Indonesia
E-mail: m81230057@student.ubm.ac.id

*Correspondence: m81230057@student.ubm.ac.id

KEYWORDS	ABSTRACT
transformational leadership style; turnover intention; job satisfaction; organizational commitment	The purpose of this study is to determine the influence of transformational leadership style on turnover intention, as well as to determine the role of organizational commitment and job satisfaction in employees of PT Global Loyalty Indonesia located in Tangerang City. The survey was conducted on 142 respondents who met the respondent criteria using non-probability sampling. The results of this study show that the variable of transformational leadership style has a significant negative effect on turnover intention. The higher the transformational leadership style, the lower the turnover intention in employees. In addition, organizational commitment and job satisfaction can mediate transformational leadership style variables to turnover intention. The limitation of this study is that it only examines the influence of transformational leadership style on turnover intention with organizational commitment and employee job satisfaction as a mediating variable, within the scope of one company, namely PT Global Loyalty Indonesia located in Tangerang City. This research can be generalized more broadly if the samples taken do not only come from one company scope. The implications of this study are expected to provide managerial contributions, especially an overview of experience in choosing a leadership style, as well as its influence on turnover intention, job satisfaction and organizational commitment. So, managers can draw up strategic plans that are in harmony with the internal and external conditions of the company.

Attribution- ShareAlike 4.0 International (CC BY-SA 4.0)



Introduction

Human Resources (HR) is a vital element in organizational development. Human resource management, as one of the key elements in creating a competitive advantage for organizations, rests on increasing employee motivation, involving them in managerial decision-making, developing professional competencies, and increasing the level of

The Influence of Transformational Leadership Style On Turnover Intention Mediated By Organizational Commitment and Employee Job Satisfaction (Empirical Study: Employees at PT Global Loyalty Indonesia)

loyalty to management (Shenshinov & Al-Ali, 2020). An organization will succeed and survive if it has high competitiveness and competitiveness, so that it is able to survive in global competition. In the era of globalization, the boundaries between countries have become irrelevant, so workers from one country can work in another country without hindrance.

Table 1
Company Attrition Data 2022 – 2023

	Attrition in 2022	Attrition in 2023	Actual Salary Increase 2023	Salary Increase Expected 2024
Indonesia	15.9 percent	15.1 percent	6.0 percent	6.5 percent

The data presented in Table 1 shows that the *attrition* rate in Indonesia in 2022 was 15.9%, which decreased slightly to 15.1% in 2023 (Asia Newsroom, 2023). This figure shows that about 15.1% of employees left their jobs that year, reflecting an improvement but still signaling instability in the labor market. Companies in Indonesia are continuously working to improve their employee retention strategies to reduce this *attrition rate*, which includes increased compensation, additional benefits, and career development programs.

Turnover is one of the biggest challenges for all organizations, which can result in a variety of economic, psychological, and organizational consequences, such as the loss of workforce and institutional knowledge (Berber et al., 2022). It is necessary to thoroughly consider the negative impact that may arise from *turnover intention* to create creative solutions for the benefit of the organization (Ucar et al., 2021). Transformational leadership has been shown to have a positive impact on various important outcomes such as performance, organizational citizenship behavior, additional effort, employee or job engagement, trust in managers, better leader-member relationships, psychological empowerment, identification with leaders, and follower motivation (Deng et al., 2023).

Employee job satisfaction is an important factor that affects the company's progress (Sainju et al., 2021). It is important to understand and analyze these aspects of satisfaction well in order to support effective organizational decision-making. According to (Demir et al., 2021), many researchers believe that employee turnover is negatively related to job satisfaction levels. On the contrary, the conflicting opinion according to (Faraj et al., 2021) for example, is the term employee turnover, which is a fairly specific concept and cannot be fully explained by more general concepts such as commitment and job satisfaction.

Turnover can be influenced by several factors, one of which is organizational commitment (Tereza et al., 2023). Organizational commitment is the attachment and loyalty that employees have to actively engage in the progress of the organization. When an employee has a high level of loyalty and a sense of ownership towards the organization, they will voluntarily choose to remain a part of the organization in order to achieve the goals of both the individual and the organization.

Table 2
Company Turnover Data for 2022 – 2024

Year	Number of Employees (Previous year)	Number of Employees (This year)	Resign	Turnover
2022	131	175	15	10%
2023	175	227	10	5%
2024 (April)	227	244	4	2%

Based on the data in Table 2, the *turnover* rate in the last three years has decreased. This is not in line with previous research (Prasetya & Dewi, 2019) which stated that the variable of transformational leadership style has no effect on *intention to quit*, transformational leadership style has a positive and significant effect on job satisfaction, job satisfaction has a negative and significant effect on *intention to quit*. In another study by (Nurfahrani & Armaniah, 2023) stated the same thing, that leadership styles together do not have a significant negative effect on *turnover intention*. In an industry similar to the author's research place, namely *e-commerce (omni channel)*, research according to (Suhakim & Badrianto, 2021) results that transformational leadership style has no effect on employees' intention to leave. Based on the data of these findings along with the field findings by the author, there is an inconsistency in the findings that makes the author interested in researching whether there is an influence of transformational leadership style on *turnover intention*.

Literature Review

Human Resource Management (HRM) is an effort to align individuals with an organization so that both parties can achieve their goals. This part of management focuses on managing human resources within the company. The goal is to pay attention to the welfare of employees both physically and mentally, prevent employees from excessive stress, and increase employees' sense of belonging so that they can work better (Aula et al., 2022).

Transformational Leadership Style

The definition of transformational leadership style according to (Bass & Riggio, 2006) is a leader who focuses on developing subordinates to become leaders by meeting individual needs, empowering them, and aligning the goals and objectives of individuals, groups, and organizations as a whole. In other words, transformational leadership is the most effective style of motivating followers when they interact directly with the beneficiaries of their work, as it makes it clear that the vision carried out by the leader has a real and meaningful impact on others (Grant, 2012). This shows that rhetoric alone is not enough to improve performance; Direct involvement with work impact is essential.

The definition of leadership according to (Hajiali et al., 2022) is the result of an agreement based on certain eligibility criteria to be part of a leader who directs leadership in an organization. According to (Abolnasser et al., 2023), transformational leadership is a process in which leaders and followers collaborate as a team to change values, goals, motivations, and morals in order to achieve positive outcomes, both for personal and organizational benefit.

Turnover Intention

The definition of *turnover* according to (Takase, 2010) is a multi-stage process that involves the voluntary departure of employees from their current positions, and is triggered by negative psychological responses to both internal and external work contexts.

The Influence of Transformational Leadership Style On Turnover Intention Mediated By Organizational Commitment and Employee Job Satisfaction (Empirical Study: Employees at PT Global Loyalty Indonesia)

In other words, turnover intention is a step in which an employee chooses to leave the job he is currently holding or expresses his desire to no longer be associated with the organization (Alias et al., 2018).

In reality, each employee has unique talents that new hires can't replace or equalize. Therefore, maintaining employee talent is very important for employers and organizations to overcome the challenges in today's increasingly fierce global competition. (Alias et al., 2018) argue that the intention of *turnover* expressed as how much often and as strongly as a person's desire to leave their job.

Organizational Commitment

According to (Luthans, 2002), various definitions and measures of organizational commitment can be found in the study of organizational behavior. Organizational commitment as an attitude is usually described through three main aspects: first, an individual's strong desire to remain a part of a particular organization; second, the willingness of individuals to work hard for the organization; and third, individual belief and acceptance of the organization's values and goals. In simple terms, this commitment reflects employee loyalty to their organization and is an ongoing process in which members of the organization demonstrate their concern for the success and well-being of the organization.

Organizational commitment is the level at which employees associate themselves with a specific organization, goals and hope to maintain membership in the organization (Wahyudi, 2015). According to Mathis in (Suhakim & Badrianto, 2021) a more sensible approach to the expansion of organizational commitment focuses more on continuous commitment, which shows that the decision to stay in the organization or leave it is seen from the absence or employee turnover rate.

Job Satisfaction

Job satisfaction is very important for organizations because it is a series of individual perceptions of employees that will affect the attitudes and behaviors of individual employees at work (Hendri, 2019). According to (Luthans, 2002), job satisfaction is the result of employees' perception of the extent to which a job fulfills everything that is considered important through their work. The term job satisfaction refers to an individual's attitude (emotional reaction) towards his or her job. According to Hoppock, job satisfaction is defined as a combination of psychological, physiological, and environmental conditions that cause a person to honestly say that the person concerned is satisfied with his or her job (Basri & Rauf, 2021).

Hypothesis Development

Transformational Leadership Style and Organizational Commitment

Leadership applied by a manager in a company is able to carry out the right integration and motivate the work spirit of employees to achieve maximum targets. The leadership role must be able to strengthen employee loyalty, trust, participation, and self-motivation through a personal approach (Santoni & Heryono, 2021).

Organizational commitment as a psychological state that binds employees to the organization. Organizational commitment is a multidimensional construction that can impact individual behavior at various levels and intensities (Rumawas, 2021).

Previous findings by (Donkor et al., 2022) imply that commitment to the organization shows a strong relationship with transformational leadership. Based on these results, the following conclusions can be drawn:

H1: *Transformational Leadership* has a significant positive effect on organizational commitment

Transformational Leadership Style and Job Satisfaction

Leadership style is closely related to employee job satisfaction because the presence of a leader who applies leadership style appropriately and appropriately has an important role in creating job satisfaction for employees (Bernarto et al., 2020).

Transformational leadership styles facilitate employees to achieve their desired influence and motivate them with inspiring examples from leaders (Greenberg, 1990). The additional intellectual encouragement provided by the leader by providing support and assistance in overcoming the obstacles faced by employees is a good example of a mentor in the transformation process aimed at achieving the organization's vision. In previous research by (Mickson & Anlesinya, 2020) said that transformational leadership styles have an influence on *job satisfaction*. Based on the findings and theories above, eating can be hypothesized as follows:

H2: Transformational Leadership Style has a significant positive effect on *job satisfaction*

Transformational Leadership Style and Turnover Intention

Several studies have shown that leadership, especially transformational leadership, has an advantage in reducing the intention to leave the organization, as it makes followers want to stay within the organization (Martins et al., 2023).

According to (Ohunakin et al., 2019) leadership plays an important role in reducing employees' intentions to quit or leave their workplace. Further research shows that employees who work under supportive and communicative leaders, as seen in transformational leadership styles, have little or no desire to leave the company. This means that transformational leadership styles can reduce the level of intention to exit (*turnover intention*) on employees.

In addition, other studies have shown that transformational leadership has a positive effect on *turnover intention*. According to research by Ramadhiansyah et al. (2022), it was found that transformational leadership negatively and significantly affects the intention to exit, which means that the higher the transformational leadership style, the lower the intention to exit.

H3 : Transformational Leadership Style has a significant negative effect on *turnover intention*

Organizational Commitment and Turnover Intention

(Farida & Melinda, 2019) in their research stated that one of the factors that affect *Turnover Intention* is the commitment of the organization. An organization can achieve its vision, mission, and goals if its members are committed (Jabri and Ghazzawi, 2019). According to research conducted by Tampubolon and Sagala (2020), it results that organizational commitment has a significant effect on *turnover intention*. In other studies conducted by (Saputra et al., 2020) on 311 employees of conventional banks in the Bengkulu region, Indonesia, shows that organizational commitment has a significant negative effect on employees' desire to leave (*turnover intention*). The results of this study highlight that the normative commitment dimension has the strongest influence in predicting organizational commitment, so this dimension is also the main predictor in estimating employee turnover intention. Based on these results, the following conclusions can be drawn:

H4: Organizational commitment has a significant negative effect on *turnover intention*

Job Satisfaction and Turnover Intention

Pepe in (Chavadi et al., 2022) said that job satisfaction is one of the factors that affect *internity turnover*. Intrinsic or internal factors, also known as job satisfaction, include aspects such as the nature of the job itself, recognition, progress, responsibility,

The Influence of Transformational Leadership Style On Turnover Intention Mediated By Organizational Commitment and Employee Job Satisfaction (Empirical Study: Employees at PT Global Loyalty Indonesia)

personal growth, and achievement. Meanwhile, extrinsic or external factors, which are also known as job unsatisfactory, include things such as salary, status, interpersonal relationships with superiors, coworkers, and subordinates, supervision, company policies and administration, job security, and working conditions (Skelton et al., 2020).

Turnover intention is defined as an employee's conscious and deliberate decision to leave the organization in the future (Steil et al., 2019). The intention to move goes through four cognitive processes, which include thinking about quitting your current job, planning to stay or leave, looking for an alternative job, and making the decision to leave your current job (Windon et al., 2019). Based on research by Rizki and Juhaeti (2022), it is stated that organizational commitment has a significant negative effect on the intention to leave. From these findings, the following hypotheses can be concluded:

H5 : Job satisfaction has a significant negative influence on *turnover intention*

Organizational Commitment as Mediation by Transformational Leadership Style and Turnover Intention

A leader must be able to choose a leadership style that suits the situation at hand. If the leadership style applied is right, this will lead to the achievement of organizational and individual goals. On the other hand, if the chosen leadership style is not in accordance with the situation, it can hinder the achievement of organizational goals (Suhakim & Badrianto, 2021).

According to (Donkor et al., 2022), organizational commitment has a significant relationship with transformational leadership and the desire of employees to leave the organization. Transformational leadership style is the most powerful predictive factor of an employee's intention to leave. Based on the results of his research, Donkor added that organizational commitment can be a mediator between transformational leadership styles and turnover intentions. Another study by (Dewi & Dewi, 2020) resulted that transformational leadership has a positive and significant influence on organizational commitment. In addition, both transformational leadership and organizational commitment have a negative and significant influence on employee turnover *intention*. Organizational commitment also plays a negative and significant mediating variable in the relationship between transformational leadership and employee intention to leave. From these results, the following hypotheses can be drawn:

H6: Transformational leadership style has a significant negative effect on *turnover intention* mediated by organizational commitment

Job Satisfaction as Mediation by Transformational Leadership Style and Turnover Intention

Transformational leadership has a positive impact on job satisfaction. According to (Rajesh et al., 2019), research shows that transformational leadership styles have a positive effect on employee job satisfaction. With the implementation of this leadership style, employee job satisfaction increases. Based on research conducted by (Wang et al., 2020) at a construction company in China, it was found that the increase in overall job satisfaction in employees of the company contributed to a decrease in the level of *employee turnover intention*.

In research conducted by Ayu and Dewi (2019), it is said that job satisfaction can be a mediator between transformational leadership styles and *turnover intentions*. In another study by Prasetya and Dewi (2019), job satisfaction has a mediating role in the negative and significant influence of transformational leadership style on intention to quit. So the higher the transformational leadership style, the higher the job satisfaction and the

lower the level of intention to quit employees. From these findings, the following hypotheses can be concluded:

H7: Transformational leadership style has a significant negative effect on *turnover intention* mediated by job satisfaction.

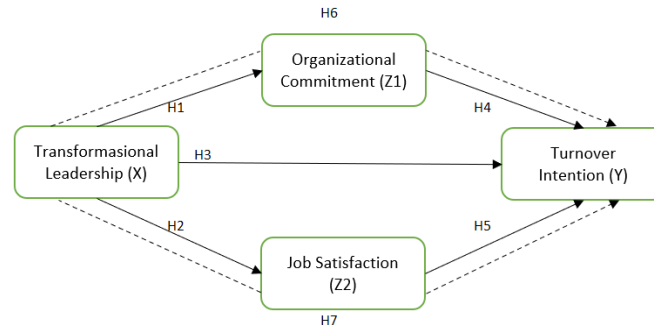


Figure 1 Research Outline

The purpose of this study is to determine the influence of transformational leadership style on turnover intention, as well as to determine the role of organizational commitment and job satisfaction in employees of PT Global Loyalty Indonesia located in Tangerang City.

This research brings a unique perspective by exploring the relationship between transformational leadership style and turnover intention, specifically within the context of PT Global Loyalty Indonesia in Tangerang City. Unlike previous studies, which have often treated organizational commitment and job satisfaction as independent factors, this study examines them as mediating variables that could potentially moderate the relationship between leadership style and employees' intentions to leave the organization. The inclusion of these mediators offers a more nuanced understanding of how leadership practices impact employee retention, filling a gap in the existing literature. Additionally, the focus on a specific industry and geographical location adds a layer of specificity that enhances the applicability of the findings in similar corporate settings. By integrating transformational leadership, organizational commitment, and job satisfaction into a single model, this study provides fresh insights into the complex dynamics that drive employee turnover, offering practical implications for organizations aiming to improve their retention strategies in an increasingly competitive job market.

Research Methods

A research design is a design that aims to collect, measure, and analyze data that correlates with the research question of a study. The necessary data can be put together and researched to solve the underlying problems of the research project (Sekaran & Bougie, 2017). The author chooses a quantitative research method using a survey in order to reach as many respondents as possible.

A population is an entire collection of individuals, events, or objects that the researcher wants to study (Sekaran & Bougie, 2017). This group consists of individuals, events, or objects that attract the attention of the researcher to draw conclusions (based on sample statistics). In this study, the group used was PT Global Loyalty Indonesia employees in Tangerang City. The sample is part of a population consisting of a selected number of members. That is, only a portion of the population is included in the sample, not all of them (Sekaran & Bougie, 2017). If the group studied is large, researchers may not be able to collect data on the entire population due to limited financial resources,

The Influence of Transformational Leadership Style On Turnover Intention Mediated By Organizational Commitment and Employee Job Satisfaction (Empirical Study: Employees at PT Global Loyalty Indonesia)

energy, and time. Then in this study, a sample will be used, so that the sample taken by the researcher must be representative of the population and declared valid.

Results and Discussions

Characteristics of Respondents

The first step to research is to conduct descriptive statistics on the profiles of respondents which include three categories, namely job title or position in the hotel industry, age and type of hotel, as presented in Table 3.

Table 3 Characteristics Respondents

No.	Grouping	Characteristics	Frequency	Percentage
1.	Gender	Man	81	57%
		Woman	61	43%
2.	Age	18 – 27 years old (Gen Z)	88	62%
		28 – 43 years old (Gen Y/ Millennial)	54	38%
3.	Length of Work	Under 1 year old	27	19%
		1 – 3 years	48	34%
		4 – 5 years	38	27%
		Above 5 years	29	20%

Validity

The indicators used as a measure of the validity of the research variables are those that have a loading factor value of > 0.5 and better if > 0.7 (Hair et al., 2018), while indicators that can have a *loading factor value* of < 0.5 will be derived from the model.

Table 4 Data Validity Test

It	Variable	Indicators	Standardized Variable Weights	Conclusion
1.	Transformational Leadership Style	X1	0.879	Valid
		X2	0.903	Valid
		X3	0.888	Valid
		X4	0.869	Valid
		X5	0.881	Valid
		X6	0.835	Valid
		X7	0.772	Valid
		X8	0.764	Valid
2.	Organizational Commitment	Z1.1	0.744	Valid
		Z1.2	0.870	Valid
		Z1.3	0.893	Valid
		Z1.4	0.828	Valid
		Z1.5	0.865	Valid
		Z1.6	0.851	Valid
		Z1.7	0.875	Valid
		Z1.8	0.896	Valid
		Z1.9	0.867	Valid
		Z1.10	0.829	Valid
3.	Job Satisfaction	Z2.1	0.744	Valid
		Z2.2	0.870	Valid
		Z2.3	0.893	Valid
		Z2.4	0.828	Valid
		Z2.5	0.865	Valid
		Z2.6	0.851	Valid
		Z2.7	0.875	Valid
		Z2.8	0.896	Valid

	Z2.9	0.875	<i>Valid</i>
	Z2.10	0.896	<i>Valid</i>
	Z2.11	0.867	<i>Valid</i>
	Z2.12	0.829	<i>Valid</i>
4. <i>Turnover Intention</i>	Y1	0.923	<i>Valid</i>
	Y2	0.889	<i>Valid</i>
	Y3	0.924	<i>Valid</i>
	Y4	0.905	<i>Valid</i>
	Y5	0.950	<i>Valid</i>
	Y6	0.906	<i>Valid</i>
	Y7	0.900	<i>Valid</i>
	Y8	0.868	<i>Valid</i>

Reliability

The reliability test measurement uses CA (*Cronbach's Alpha*) which is a range of reliability measures ranging from 0 to 1 where the minimum reliability value of *Cronbach's Alpha* is 0.6 so that it can be said that the data is reliable enough to be used further in research (Hair et al., 2019). The reliability level of *Cronbach's Alpha* can be seen in Table 5.

Table 5 Cronbach's Alpha Reliability Test

It	Variable	<i>Cronbach's Alpha</i>	Conclusion
1.	Transformational Leadership Style	0.953	Reliable
2.	Organizational Commitment	0.963	Reliable
3.	Job Satisfaction	0.972	Reliable
4.	<i>Turnover Intention</i>	0.975	Reliable

Goodness of Fit Test

In this study, the *Goodness of Fit (GOF)* test is used as a reference to find out whether the research model is acceptable. In this experiment, the data analysis method used is *Structural Equation Modeling (SEM)* using the AMOS program. SEM is a multivariate technique that combines aspects of multiple regression with factor analysis to simultaneously estimate a series of dependent relationships (Wiratno & Abdurrahman, 2020).

Table 6 Goodness of Fit Test Results

It	<i>Goodness of Fit Index</i>	<i>Cut-off Value</i>	Results of Analysis	Model Evaluation
1.	<i>Chi-Square</i> <i>Degrees of freedom (df)</i> <i>Probability</i>	The smaller, the better ≥ 0.05	7272.143 703 0.000	<i>Good Fit</i>
2.	CMIN/DF	< 2	1.801	<i>Good Fit</i>
3.	GFI	≥ 0.90	0.696	<i>Poor Fit</i>
4.	AGFI	≥ 0.90	0.656	<i>Poor Fit</i>
5.	CFI	≥ 0.90	0.920	<i>Good Fit</i>
6.	TLI	≥ 0.90	0.914	<i>Good Fit</i>
7.	NFI	≥ 0.90	0.838	<i>Marginal Fit</i>
8.	RMSEA	≤ 0.08	0.075	<i>Good Fit</i>
9.	RMR	≤ 0.05	0.066	<i>Marginal Fit</i>
10.	PNFI	> 0.60	0.782	<i>Good Fit</i>

The Influence of Transformational Leadership Style On Turnover Intention Mediated By Organizational Commitment and Employee Job Satisfaction (Empirical Study: Employees at PT Global Loyalty Indonesia)

Hypothesis Test

Hypothesis testing is carried out after the research model can be considered fit. Meanwhile, the basis for making a decision on the hypothesis test is described as follows:

- If the P value (Probability) > 0.05 and the CR < 1.96, then H1 is rejected and H0 is accepted (no effect).
- If the P value (Probability) ≤ 0.05 and CR > 1.96, then H1 is accepted and H0 is rejected (no effect).

Hypothesis testing was carried out by looking at the output results of the regression weights model value from the AMOS program. Table 7 explains the results of the estimation of the research model.

Table 7 Regression Weights

Information	Estimate	ONE	CR	P
Organizational Commitment ← Transformational Leadership Style	0.600	0.100	5.988	0.000
Job Satisfaction ← Transformational Leadership Style	0.597	0.100	5.968	0.000
Turnover Intention ← Transformational Leadership Style	-0.388	0.164	-2.361	0.018
← Organizational Commitment Turnover Intention	-0.329	0.136	-2.427	0.015
Job Satisfaction ← Turnover Intention	-0.352	0.123	-2.864	0.004
Turnover Intention ← Organizational Commitment ← Transformational Leadership Style	-0.197	0.100	2.250	0.025
Turnover Intention ← Job Satisfaction ← Transformational Leadership Style	-0.210	0.100	2.582	0.010

Table 8 Results of Hypothesis Testing

Description	Decision
H1 Transformational Leadership Style has a significant positive effect on Organizational Commitment	Accepted
H2 Transformational Leadership Style has a significant positive effect on Job Satisfaction	Accepted
H3 Transformational Leadership Style has a significant negative effect on Turnover Intention	Accepted
H4 Organizational commitment has a significant negative effect on Turnover Intention	Accepted
H5 Job Satisfaction Has a Significant Negative Effect on Turnover Intention	Accepted
H6 Transformational Leadership Style has a significant negative effect on Turnover Intention mediated by Organizational Commitment	Accepted
H7 Transformational Leadership Style has a significant negative effect on Turnover Intention mediated by Job Satisfaction.	Accepted

Based on Table 8, it can be seen that whether the influence of significance or not is known from the P-value and the Critical Ratio (CR) value. The significance (alpha = α) used was 0.05. If the CR value is above 1.96 and the P-value is less than 0.05, the hypothesis is accepted. The following is an explanation of the testing of all research hypotheses:

1. Transformational Leadership Style has a significant positive effect on Organizational Commitment

In Table 8, the P-value of the Transformational Leadership Style variable = $0.000 < 0.05$ and $CR = 5.988 > 1.96$ so that H_0 is rejected and H_1 is accepted which means that the Transformational Leadership Style variable has a positive and significant influence on Organizational Commitment, every change to the transformational leadership style will give a change that is directly proportional to the organizational commitment.

2. Transformational Leadership Style has a significant positive effect on Job Satisfaction

In Table 8, the P-value of the Transformational Leadership Style variable = $0.000 < 0.05$ and $CR = 5.968 > 1.96$ so that H_0 is rejected and H_1 is accepted which means that the Transformational Leadership Style variable has a positive and significant influence on Job Satisfaction, every change in the transformational leadership style will give a change that is directly proportional to job satisfaction.

3. Transformational Leadership Style has a significant negative effect on Turnover Intention

In Table 8, the P-value of the Transformational Leadership Style variable = $0.018 < 0.05$ and $CR = -2.361$ so that H_0 is rejected and H_1 is accepted which means that the Transformational Leadership Style variable has a negative and significant influence on *Turnover Intention*, meaning that the higher the implementation of the Transformational Leadership Style, the lower *the Turnover Intention* among employees.

4. Organizational Commitment has a significant negative effect on *Turnover Intention*

In Table 8, the P-value of the Organizational Commitment variable = $0.015 < 0.05$ and $CR = -2.427$ so that H_0 is rejected and H_1 is accepted which means that the Organizational Commitment variable has a negative and significant influence on *Turnover Intention*, meaning that the higher the organizational commitment, the lower *the Turnover Intention* among employees.

5. Job Satisfaction Has a Significant Negative Effect on *Turnover Intention*

In Table 8, the P-value of the Job Satisfaction variable = $0.004 < 0.05$ and $CR = -2,864$ so that H_0 is rejected and H_1 is accepted which means that the Job Satisfaction variable has a negative and significant influence on *Turnover Intention*, meaning that the higher the job satisfaction, the lower *the Turnover Intention* among employees.

6. Transformational Leadership Style has a significant negative effect on *Turnover Turnover mediated by Organizational Commitment*

In Table 8, the P-value of the Transformational Leadership Style variable = $0.025 < 0.05$ and $CR = 2.250 > 1.96$ so that H_0 is rejected and H_1 is accepted which means that the Transformational Leadership Style variable has a negative and significant influence on *turnover intention.*, with Organizational Commitment as mediation. This means that every change in transformational leadership style will give a change that is directly proportional to the organization's commitment and will reduce *turnover intention*.

7. Transformational Leadership Style has a significant negative effect on Turnover Intention mediated by Job Satisfaction.

In Table 8, the P-value of the Transformational Leadership Style variable = $0.010 < 0.05$ and $CR = 2.582 > 1.96$ so that H_0 is rejected and H_1 is accepted which means that the Transformational Leadership Style variable has a negative and

The Influence of Transformational Leadership Style On Turnover Intention Mediated By Organizational Commitment and Employee Job Satisfaction (Empirical Study: Employees at PT Global Loyalty Indonesia)

significant influence on *turnover* intention., with Job Satisfaction as mediation. This means that every change in the transformational leadership style will give a change that is directly proportional to job satisfaction and will reduce *turnover intention*.

Conclusion

Based on the results of the statistical analysis conducted, this study revealed several important findings regarding the influence of Transformational Leadership Style on Turnover Intention with the mediation of Organizational Commitment and Job Satisfaction. By using the P-value and Critical Ratio (CR) values as significance indicators, this study produces several key conclusions as follows:

First, Transformational Leadership Style has been shown to have a significant positive influence on Organizational Commitment and Job Satisfaction. P-values of 0.000 and CR of 5.988 and 5.968 respectively indicate that any improvement in Transformational Leadership Style will increase Organizational Commitment and Employee Job Satisfaction. This shows that leaders who are able to inspire and support their subordinates can increase their commitment and satisfaction with the organization.

Second, Transformational Leadership Style has a significant negative influence on Turnover Intention. With a P-value of 0.018 and a CR of -2.361, these results indicate that the higher the application of the Transformational Leadership Style, the lower the employee's intention to leave their job. This shows the importance of a transformational leadership style in retaining employees.

Third, both Organizational Commitment and Job Satisfaction were also found to have a significant negative influence on Turnover Intention. P-values of 0.015 and 0.004 and CR of -2.427 and -2.864, respectively, indicate that increased employee commitment and job satisfaction will decrease their intention to leave the organization.

Fourth, Transformational Leadership Style also has a significant negative effect on Turnover Intention through the mediation of Organizational Commitment and Job Satisfaction. P-value and CR values indicate that any improvement in Transformational Leadership Style will increase Organizational Commitment and Job Satisfaction, which will ultimately decrease Turnover Intention.

Overall, this study emphasizes the importance of Transformational Leadership Style in increasing Organizational Commitment and Job Satisfaction, as well as reducing Turnover Intention among employees. These findings provide practical implications for organizations to develop and implement transformational leadership styles as a strategic effort to improve employee retention and improve overall organizational effectiveness.

References

- Abolnasser, M. S. A., Abdou, A. H., Hassan, T. H., & Salem, A. E. (2023). Transformational Leadership, Employee Engagement, Job Satisfaction, And Psychological Well-Being Among Hotel Employees After The Height Of The Covid-19 Pandemic: A Serial Mediation Model. *International Journal Of Environmental Research And Public Health*, 20(4), 3609.
- Alias, N. E., Rohmanan, N. H., Ismail, S., Koe, W.-L., & Othman, R. (2018). Factors Influencing Turnover Intention In A Malaysian Manufacturing Company. *Kne Social Sciences*, 771–787.
- Aula, S., Hanoum, S., & Prihananto, P. (2022). Peran Manajemen Sumber Daya Manusia Dalam Meningkatkan Resiliensi Organisasi: Sebuah Studi Literatur. *Jurnal Sains Dan Seni Its*, 11(1), D143–D148.
- Basri, S. K., & Rauf, R. (2021). Pengaruh Semangat Kerja Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *Yume: Journal Of Management*, 4(1).
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership, 2nd Ed.* Mahwah. <https://doi.org/10.5742/Mewfm.2017.92984>
- Berber, N., Gašić, D., Katić, I., & Borocki, J. (2022). The Mediating Role Of Job Satisfaction In The Relationship Between Fwas And Turnover Intentions. *Sustainability*, 14(8), 4502.
- Bernarto, I., Bachtiar, D., Sudibjo, N., & Nurpatricia, I. (2020). Suryawan; Purwanto, A.; Asbari, M. Effect Of Transformational Leadership, Perceived Organizational Support, Job Satisfaction Toward Life Satisfaction: Evidences From Indonesian Teachers. *Int. J. Adv. Sci. Technol*, 29, 5495–5503.
- Chavadi, C. A., Sirothiya, M., & Mr, V. (2022). Mediating Role Of Job Satisfaction On Turnover Intentions And Job Mismatch Among Millennial Employees In Bengaluru. *Business Perspectives And Research*, 10(1), 79–100.
- Demir, A., Maroof, L., Sabbah Khan, N. U., & Ali, B. J. (2021). The Role Of E-Service Quality In Shaping Online Meeting Platforms: A Case Study From Higher Education Sector. *Journal Of Applied Research In Higher Education*, 13(5), 1436–1463.
- Deng, C., Gulseren, D., Isola, C., Grocutt, K., & Turner, N. (2023). Transformational Leadership Effectiveness: An Evidence-Based Primer. *Human Resource Development International*, 26(5), 627–641.
- Dewi, K. S. A., & Dewi, I. (2020). Peran Komitmen Organisasional Dalam Memediasi Pengaruh Kepemimpinan Transformasional Terhadap Turnover Intention Karyawan Ambiente Spa. *E-Jurnal Manajemen*, 9(4), 1445–1464.
- Donkor, F., Appienti, W. A., & Achiaah, E. (2022). The Impact Of Transformational Leadership Style On Employee Turnover Intention In State-Owned Enterprises In Ghana. The Mediating Role Of Organisational Commitment. *Public Organization Review*, 22(1), 1–17.
- Faraj, K. M., Faeq, D. K., Abdulla, D. F., Ali, B. J., & Sadq, Z. M. (2021). Total Quality Management And Hotel Employee Creative Performance: The Mediation Role Of Job Embeddedment. *Faraj, Km, Faeq, Dk, Abdulla, Df, Ali, Bj, & Sadq, Zm (2021). Total Quality Management And Hotel Employee Creative Performance: The Mediation Role Of Job Embeddedment. Journal Of Contemporary Issues In Business And Government*, 27(1), 3838–3855.
- Farida, U., & Melinda, B. (2019). Peran Beban Kerja Dan Komitmen Organisasi Terhadap Turnover Pekerja. *Jurnal Ilmu Manajemen*, 9(1), 52–63.
- Grant, A. M. (2012). Leading With Meaning: Beneficiary Contact, Prosocial Impact, And

The Influence of Transformational Leadership Style On Turnover Intention Mediated By Organizational Commitment and Employee Job Satisfaction (Empirical Study: Employees at PT Global Loyalty Indonesia)

- The Performance Effects Of Transformational Leadership. *Academy Of Management Journal*, 55(2), 458–476.
- Greenberg, J. (1990). Organizational Justice: Yesterday, Today, And Tomorrow. *Journal Of Management*, 16(2), 399–432.
- Hair, J. F. J., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis* (Eighth). Cengage Learning.
- Hajjali, I., Kessi, A. M. F., Budiandriani, B., Prihatin, E., & Sufri, M. M. (2022). Determination Of Work Motivation, Leadership Style, Employee Competence On Job Satisfaction And Employee Performance. *Golden Ratio Of Human Resource Management*, 2(1), 57–69.
- Hendri, M. I. (2019). The Mediation Effect Of Job Satisfaction And Organizational Commitment On The Organizational Learning Effect Of The Employee Performance. *International Journal Of Productivity And Performance Management*, 68(7), 1208–1234.
- Luthans, F. (2002). Luthans-2002-Journal_Of_Organizational_Behavior. *Journal Of Organizational Behavior*, 706, 695–706.
- Martins, P., Nascimento, G., & Moreira, A. (2023). Leadership And Turnover Intentions In A Public Hospital: The Mediating Effect Of Organisational Commitment And Moderating Effect By Activity Department. *Administrative Sciences*, 13(1), 18.
- Mickson, M. K., & Anlesinya, A. (2020). Enhancing Job Satisfaction Among Local Government Servants In Ghana: The Relative Roles Of Diverse Leadership Behaviours. *International Journal Of Public Leadership*, 16(1), 1–16.
- Nurfahrani, A., & Armaniah, H. (2023). Pengaruh Kompensasi Dan Gaya Kepemimpinan Terhadap Turnover Intention Karyawan. *Madani: Jurnal Ilmiah Multidisiplin*, 1(7).
- Ohunakin, F., Adeniji, A. A., Oludayo, O. A., Osibanjo, A. O., & Oduyoye, O. O. (2019). Employees' Retention In Nigeria's Hospitality Industry: The Role Of Transformational Leadership Style And Job Satisfaction. *Journal Of Human Resources In Hospitality & Tourism*, 18(4), 441–470.
- Prasetya, P. W. Y., & Dewi, I. (2019). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Intention To Quit Dimediasi Oleh Kepuasan Kerja Pada Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 8(4), 2042.
- Rajesh, J. I., Prikshat, V., Shum, P., & Suganthi, L. (2019). Follower Emotional Intelligence: A Mediator Between Transformational Leadership And Follower Outcomes. *Personnel Review*, 48(5), 1239–1260.
- Rumawas, W. (2021). Talent Management Practices On Employee Turnover Intention. *Jurnal Manajemen Teori Dan Terapan*, 14(3), 248–263.
- Sainju, B., Hartwell, C., & Edwards, J. (2021). Job Satisfaction And Employee Turnover Determinants In Fortune 50 Companies: Insights From Employee Reviews From Indeed. *Com. Decision Support Systems*, 148, 113582.
- Santoni, A., & Heryono, G. (2021). Pengaruh Kepemimpinan Dan Lingkungan Kerja Terhadap Komitmen Organisasi: Peran Mediasi Kepuasan Kerja. *Jurnal Aplikasi Bisnis Dan Manajemen (Jabm)*, 7(3), 796.
- Saputra, E. F., Finthariasari, M., & Bustami, T. (2020). Pengaruh Lingkungan Kerja Dan Budaya Organisasi Terhadap Produktivitas Kerja Karyawan. *Jurnal Entrepreneur Dan Manajemen Sains (Jems)*, 1(2), 99–105.
- Sekaran, U., & Bougie, R. (2017). *Metode Penelitian Untuk Bisnis: Pendekatan Pengembangan Keahlian Edisi 6 Buku 2*.
- Shenshinov, Y., & Al-Ali, A. (2020). The Tools Of Increasing Efficiency Of Human

- Resource In The Lean Production Environment: Conceptual Study. *International Journal Of Core Engineering & Management*, 6(7), 1–18.
- Skelton, A. R., Nattress, D., & Dwyer, R. J. (2020). Predicting Manufacturing Employee Turnover Intentions. *Journal Of Economics, Finance And Administrative Science*, 25(49), 101–117.
- Steil, A. V., Floriani, E. V., & Bello, J. Da S. A. (2019). Antecedents Of Intention To Leave The Organization: A Systematic Review. *Paidéia (Ribeirão Preto)*, 29, E2910.
- Suhakim, A. I., & Badrianto, Y. (2021). Pengaruh Gaya Kepemimpinan Transformasional, Kepuasan Kerja Dan Komitmen Organisasi Terhadap Turnover Intention. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (Jebma)*, 1(2), 137–146.
- Takase, M. (2010). A Concept Analysis Of Turnover Intention: Implications For Nursing Management. *Collegian*, 17(1), 3–12.
- Tereza, L., Ramashar, W., & Azmi, Z. (2023). Faktor Yang Mempengaruhi Turnover Intention Dengan Komitmen Organisasional Sebagai Pemediasi Pada Karyawan Hotel (Studi Kasus Hotel Mutiara Merdeka). *Jurnal Ekonomi Trisakti*, 3(1), 2041–2050.
- Ucar, A. C., Alpkın, L., & Elci, M. (2021). The Effects Of Person–Organization Fit And Turnover Intention On Employees’ Creative Behavior: The Mediating Role Of Psychological Ownership. *Sage Open*, 11(4), 21582440211066924.
- Wahyudi, H. D. K. A. (2015). Pengaruh Kepuasan Kerja Dan Komitmen Organisasional Terhadap Kinerja Dengan Organizational Citizenship Behavior Sebagai Variabel Moderasi. *Jurnal Manajemen Sumber Daya Manusia*, 9(1).
- Wang, Y., Hu, N., Zuo, J., & Rameezdeen, R. (2020). Project Management Personnel Turnover In Public Sector Construction Organizations In China. *Journal Of Management In Engineering*, 36(2), 5019009.
- Windon, S. R., Cochran, G. R., Scheer, S. D., & Rodriguez, M. T. (2019). Factors Affecting Turnover Intention Of Ohio State University Extension Program Assistants. *Journal Of Agricultural Education*, 60(3), 109–127.
- Wiratno, D., & Abdurrahman, A. (2020). Analisis Marketing Mix Terhadap Loyalitas Konsumen Melalui Kepuasan Konsumen: Pada Keripik Maicih. *Jca Of Economics And Business*, 1(02).