

Mediation of Organisational Commitment Empirical Study of Transformational Leadership, Job Satisfaction, and Perceived Organisational Support on Turnover Intention

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ABSTRACT

Objectives: The phenomenon of turnover intention should be a concern for the company or organization owners. The phenomenon of turnover intention can be detrimental to the organization's survival. This study examines how the role of transformational leadership, job satisfaction, and perceived organizational influence turnover intention and how these roles modify organizational commitment.

Methodology: This research uses quantitative research with a causality approach, with the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis method. The reason is that PLS-SEM can predict complex latent variables from a study. This research was conducted on J & T Cargo expedition employees in Tangerang Regency and a total sample of 131, testing the inner model and outer model and bootstrapping tests to test the mediation of organizational commitment.

Finding: As formulated in the hypotheses, the results are consistent, where transformational leadership and employee job satisfaction significantly affect turnover intention, but perceived organizational support has no significant impact on turnover intention. Similarly, transformational leadership, job satisfaction, and perceived organizational support significantly impact organizational commitment. Thus, organizational commitment mediates the significant effect of transformational leadership, job satisfaction, and perceived organizational support on turnover intention. Theoretical and practical implications are presented.

Conclusion: Organizations that emphasize developing transformational leadership qualities and prioritizing employee satisfaction will be better positioned to avoid turnover intention. By recognizing and acting on these insights, organizations can build positive employee engagement, retention, and success cycles. In summary, transformational leadership and job satisfaction significantly affect turnover intention, as satisfied employees are less likely to consider leaving their current organization.

Keywords: Transformational Leadership; Job Satisfaction; Perceived Organisational Support; Commitment Organizational; Turnover Intention.

Submitted:

2023-03-04

Revised:

2024-10-29

Accepted:

2024-10-30

Article Doi:

http://dx.doi.org/10.22441/jurnal_mix.2024.v14i3.013

INTRODUCTION

The business world is becoming more global and demands grow, companies today must find new ways to survive amid fierce competition and achieve business success (Yuliantini et al., 2024). The following difficulties are considered the most critical challenges to be overcome: the need to increase company productivity, expand into international markets, develop and introduce new technologies, adapt to changing market conditions and growing customer needs, increase revenues, and reduce costs (Eskandari et al., 2023). Recruit and retain a flexible, high-performing workforce and implement and manage organizational changes related to workforce change (Kim et al., 2023).

Human resources are crucial to achieving a company's competitive advantage in achieving its goals (Zang et al., 2022). However, achieving this in practice has many challenges. In today's global era, turnover intention is a fundamental problem prevalent at all levels in organizations worldwide and is constantly faced by organizations. In Indonesia, for example, according to Ardi & Anggraini (2023), 41 percent of employees intend to leave the company where they work, even in other cases, which indicates that the high number of employees willing to go to the place where they work is 70 percent. Of course, this must be a severe concern for the business world because when that happens, the business will experience financial and emotional losses (DiPietro et al., 2020).

Understanding the relationship between work commitments and employee turnover may be imprecise or, at the very least, theoretically uncertain. Some researchers believe there is a considerable void in the current literature regarding exploring the role of context in turnover models (Herianto & Yanuar, 2021). They observed that most work engagement studies concentrated on the occupational aspect, whereas only a few focused on the community aspect. This method limits our understanding of how workplace and non-workplace elements interact with various work components across sample fields (Deschênes, 2023).

Employee turnover intention is a conscious, determined, and calculated propensity to quit the company (Purnama & Widayati, 2023). Four cognitive processes are involved in turnover intention: considering leaving your current job, making plans to stay or go, searching for other employment, and ultimately choosing to leave your current job (Berber et al., 2022; Hu et al., 2022). Damaging controversies such as loss of skilled labor, recruitment costs, and high employee turnover rate will adversely affect the organization's competitive advantage. The negative relationship between the intention to leave one's employment and job satisfaction has been highlighted in previous research Fields (Berber et al., 2022; Chang et al., 2023; X. Chen et al., 2019; Hu et al., 2022; W.-R. Huang & Su, 2016; Li et al., 2019; H. Wang et al., 2020). Turnover intention is a situation that arises due to employee dissatisfaction with conditions in the work environment. Turnover intention is low in employees when job satisfaction is high. This means that turnover intention is closely related to job satisfaction (Giao et al., 2020).

One such key element is leadership. The lack of clarity about the role of leaders in the employee turnover process indicates a critical knowledge gap in the theory of work attachment and employee turnover (Amankwaa et al., 2022). Specifically, because the idea that transformational leader behavior releases encouraging resources (e.g., inspiration for self-development, new learning opportunities, intellectual stimulation) from transformational leaders is theoretically consistent with the construct of work attachment that can attract employees, this study focuses on the transformational leadership (Durmusoglu et al., 2018). In addition, relationships between transformational leaders and their followers tend to be built on

trust and respect instilled in their followers. In one of the first studies to link transformational leadership and work engagement, in an extreme context, transformational leaders with increased follower attachment to the organization, one of the main predictors of employee turnover, follower turnover intent (Hendawy & Mohamed, 2022). In response, it calls on researchers to explore context-specific influences on how leadership (incredibly transformational leadership) relates to employee turnover. Individuals acquire what they value and strive to maintain, develop, and protect (Huang & Yin, 2024). Thus, the principles of the theory provide a solid and unifying foundation for clarifying how attachment to work affects survival and other essential work outcomes; the need to obtain and protect resources explains employee attachment decisions and subsequent behavior (Janjua et al., 2024). Following this reasoning, the study assumes that employees can derive specific resources (e.g., trust in leaders, relational identification, etc.) from transformational leaders inserting themselves into the organization to acquire more of those resources (resource acquisition) and choosing to stay put to prevent future loss of resources (virtue of loss) (Kaymakçı et al., 2022). By studying how transformational leadership can address hotel employee turnover and understanding the role of organizational and community engagement in the process, this research contributes to the following research (Liang et al., 2017). Because work engagement is a social and contextual construct, studying the influence of its core components will contribute to addressing knowledge gaps by enriching our understanding of the critical role leaders play in the turnover process and improving the accuracy of turnover predictions among researchers and practitioners (Xin & Wang, 2023).

Job satisfaction refers to how much employees like or dislike their jobs. At the same time, regarding job satisfaction, the employee can evaluate his positive or negative work. Low job satisfaction negatively affects employees, increases employee turnover rates, and increases the tendency to leave work. The degree to which people love their jobs is known as work satisfaction, the emotions individuals feel about it, and various aspects of it. Millán et al. (2013) According to the study, there are two distinct perspectives on job happiness. The two types of satisfaction are specific satisfaction, which relates to particular components of the job, and overall satisfaction, which refers to the job as a whole.

Interestingly things from the research Wang et al. (2020) found that men were more likely to have a stronger intention to move away from the organization than women. This is because men usually have a solid ambition to excel at work. Men prioritize their careers more than women do. However, women could prioritize their families more (Selvarajan et al., 2015). According to Wang et al. (2020), They have outlined how job satisfaction detrimentally impacts turnover intention directly and indirectly. However, there needs to be more consistency in several studies investigating how job satisfaction affects turnover intention (McCartney et al., 2022; Monyaki et al., 2022; Wahyuningrum & Khan, 2023).

The complexity of managing employees, especially job satisfaction, is a big challenge for leaders in a company (Tepavčević et al., 2021). Therefore, a leadership style is needed to encourage job satisfaction and prevent employees from leaving the company. It is explained that employees who work with transformational leaders are satisfied at work, which can have implications for lower turnover intention. Transformational leaders are change agents. Who stimulate and change employees' motives, beliefs, and attitudes to provide employees with a passion for the work (Busari et al., 2019; Harefaan, A. et al., 2023). Individuals with high turnover intentions will be able to leave the organization. Therefore, transformational

leadership can minimize the occurrence of turnover intention (Oh & Chhinzer, 2021). At the same time, transformational leadership can reduce such intentions by showing concern for its subordinates and building strong bonds with employees. It is noteworthy that such a leader is the embodiment of the organization. However, transformational leadership can strengthen or weaken (Eberly et al., 2017). In light of this, this study examines how transformational leadership influences work satisfaction and turnover intention.

Expedition companies in developing countries employ many employees but need help to retain them for long periods. This is a significant challenge for the industry regarding work efficiency, productivity, and cost structure (Dwita et al., 2023). Employee turnover causes business interruption and loss of revenue and incurs replacement costs that can reach twice the annual salary of outgoing employees (Khuong & Phuong, 2024). Organizations can lose valuable information and intellectual assets, such as investments in human resources, and competitors may use that (Purnama & Widayati, 2023). Researchers have ignored mainly businesses in various regions despite the obstacles they face (Kaymakcı et al., 2022; Tse et al., 2013).

J&T Cargo is a technology-based freight forwarding company operating in Southeast Asia. Founded in 2015, J&T Cargo has a vision to become a healthy and sustainable company with a mission to make customer efficiency the foundation of its services. This company has the most comprehensive range, cheapest cargo shipping, and shipping services via land, sea, and air cargo. J&T Cargo is committed to providing customers with intelligent, digital, and visual logistics services, with its self-developed JFS system to integrate and manage all packages online. This company has several advantages, such as credibility and undoubted service quality, and has handled thousands of large companies to distribute goods throughout Indonesia. J&T Cargo has also collaborated with many government institutions and is officially verified by LKPP for the logistics distribution of the 2024 election. In the synthesis, the background of the J&T Cargo Expedition Company in Tangerang Regency shows that this company has a clear vision and mission to become a healthy and sustainable company and focuses on providing efficient and professional services to customers. Twelve employees left in 2018, eighteen employees left in 2019, twenty-two employees left in 2020, twenty-one employees left in 2021, and as many as 29 employees departed in 2022. The annual percentage of employee turnover at J&T Cargo. Despite the negative financial and operational costs of employee turnover, little research has investigated potential solutions to the problem of employee turnover. Wages and benefits are usually the highest costs for companies, and organizations often need help to increase them significantly. Hence, rising wages and benefits are only sometimes realistic solutions. There is a need to identify non-monetary factors that can help reduce the negative relationship of employee turnover among employees by increasing understanding of the complex factors that cause employee turnover and providing practitioners with evidence-based solutions (Park & Pierce, 2020). Ineffective communication leaders can generate high work stress because it cannot arouse the trust and loyalty of subordinates. In addition, some leaders rarely interact with their subordinates, so employees feel supported and need more confidence in carrying out and completing their tasks (Kosasih et al., 2024; Suryawan et al., 2021). Leaders' lack of attention to their staff leads to misunderstandings, communication breakdowns, lack of support in completing tasks, and lack of leeway when employees face difficulties or make workplace mistakes. When there is a lack of collaboration or respect among colleagues or between superiors and subordinates, and the workload is beyond the employee's ability, then this will make employees unmotivated at work. If this problem continues to be sustainable, it will impact instability in the company's performance (Xiong et al., 2023).

From several previous studies that examined the variables of transformational leadership, job satisfaction, and perceived organizational support for turnover intention, there were inconsistencies in the findings of research results that became gaps in this study; the first variable, transformational leadership to the turnover intention study conducted (Hakim & Ibrahim, 2017; Park & Pierce, 2020; Pattali et al., 2024) According to his research findings, transformational leadership variables have a significant impact on turnover intention. Instead, the study showed that transformational leadership did not substantially affect turnover intention. Likewise, on the variable of job satisfaction on turnover intention, the study presented the findings of his research, which showed that job satisfaction has a significant effect on turnover intention. Nevertheless, instead of (Dodanwala & Santoso, 2022; Dole & Schroeder, 2001; Lu et al., 2016) Presented their research findings, that job satisfaction had no significant impact on turnover intention. Thus, on the variable perceived organizational support to turnover intention, the study conducted by (Giao et al., 2020; Wang & Wang, 2020) research findings suggests that perceived organizational support significantly influences turnover intention. Nevertheless, instead study (Herianto & Yanuar, 2021; Jolly et al., 2021; Stofberg et al., 2022; To & Yu, 2023) His research findings suggest perceived organizational support does not have a significant impact on turnover intention.

Although research has been done in recent decades regarding the effect of transformational leadership on turnover intention (Hakim & Ibrahim, 2017; Manoppo, 2020; Park & Pierce, 2020; Pattali et al., 2024; Rinaldi & Ramli, 2023; Sapri & Warsindah, 2024), The impact of job satisfaction on turnover intention (Chen & Wang, 2019; Dodanwala & Santoso, 2022; Dole & Schroeder, 2001; Lu et al., 2016; Park & Kim, 2009), and the effect of perceived organizational support on turnover intention (Giao et al., 2020; Herianto & Yanuar, 2021; Jolly et al., 2021; Wang & Wang, 2020), Our researchers focused on J&T expedition employees in Tangerang Regency as novelties of this study, because it indicated the problems that the researchers revealed above, resulting in essential implications to be used as research suggestions for company management.

This research is essential to conduct on transformational leadership, job satisfaction, perceptions of organizational support, organizational commitment, and turnover intention by developing and empirically testing theoretical models that show causal relationships and mediating roles of organizational commitment. This contribution is noteworthy because although it is theoretically intuitive that trusting and highly respected leaders, such as transformational leaders, job satisfaction, organizational support perceptions, and organizational commitment can stimulate employee attachment, empirical evidence on this subject is still tentative, besides the results of this study can contribute theoretically to the field of management science, especially in the field of human resources.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

1. The Relationship of Transformational Leadership, Perceived Organisational Support, and Organisational Commitment to Turnover Intention

Turnover intention means the intention to leave as a member of the organization to which it belongs, and it has been shown to impact the organization's efficiency and productivity negatively (Chiat & Panatik, 2019; Huang & Su, 2016). Turnover intention is a concept that includes the act of leaving or moving the organization, finding another job, and the act of thinking about changing careers. Turnover intention is likely to lead to a job change. Some

definitions of turnover intention or intention to leave work, which have been discussed intensively by organizations and researchers in recent years, are as follows. Each employee or staff member intends to leave and plans to find another job (Guzeller & Celiker, 2019; J. Park & Min, 2020). It is when the person makes or intends to consciously leave the institution/organization/company where they work (Shah et al., 2020; Yildiz et al., 2021). The intention to leave a job, known as turnover intention, is defined as an employee's desire to continue to provide services in their organization (Mohsin et al., 2023).

Regardless of the kinks associated with transformational leadership (Ladkin & Patrick, 2022; Northouse, 2021), Transformational leadership has been widely studied because it exerts a positive influence and can predict the outcome of employee attitudes, like work output, job creativity, job satisfaction, job engagement, employee commitment, and organizational performance (Hilton et al., 2023; Juyumaya & Torres, 2023; Mohd Zin et al., 2023; Sürücü et al., 2022; Yuan et al., 2022). Guzeller and Celiker (2019) Provide essential notes on how a leader can determine the direction of employees so as not to leave the organization.

The meta-analysis Provides essential notes about the reasons employees leave the company, which include the workload that is too heavy given by the boss or organization, the absence of incentives or incentives that are too low, and the disruption of the employee's own life due to office work that does not stop. At the same time, some previous studies mentioned factors influencing turnover intention, including human resource practices, career satisfaction and succession planning, and job security (Aburumman et al., 2020; Ali & Mehreen, 2019). Likewise, in the meta-analysis Park & Min (2020), The company notes that the highest antecedents to turnover intention include role conflict, job stress, organizational commitment, family-work conflict, emotional exhaustion, and job satisfaction. Therefore, social support from colleagues, especially the support of supervisors or leaders, is essential in reducing employee turnover rates in the industry (Park & Min, 2020). From the above opinion, we can formulate hypotheses that are temporary conjectures. Logically, the higher the transformational of a leader in an organization, the smaller the intention of employees to leave the organization. Similarly, Job Satisfaction and Perceived Organizational Support, both can reduce employees' intention to leave the organization.

- H1: Transformational leadership has a significant negative effect on turnover intention.
- H2: Perceived organizational support has a significant negative effect on turnover intention.
- H3: Organizational commitment has a significant negative effect on turnover intention.

2. The Relationship of Transformational Leadership, Job Satisfaction, and Perceived Organisational Support to Organisational Commitment

Organizational commitment can be considered part of the fabric of individual employees looking at themselves in their work, a profession in particular institutions or institutions, indeed (Sutrisno, 2015). Organizational commitment is significant because agencies need employees who have a sizeable organizational commitment so that the agency can then survive and improve the services and products it produces (Kanwal & Shar, 2021). Organizational commitment can be interpreted as employee obedience to the agency and achieving goals with a prolonged method (Kim et al., 2023).

Unlike Burns, who considers the highest values closely related to the personality of the leader, Bass views this situation as immoral and raises the issue of leadership ethics. Transformational

leadership includes four main components (Bass, 2015; Bass & Riggio, 2006; Deng et al., 2022; Nguyen et al., 2023): Charismatic and ideal Influence, Inspirational motivation, Stimulation, Intellectual, and The individual approach. From the perspective of numerous researchers, there is no universal and best management style. The characteristics of the contemporary evolution of social events and the low prognosis of social relations, especially for an extended period, require managers to assess the situation adequately, be ready for change, creatively analyze external limiting factors and internal opportunities to overcome them, reasonable willingness to take risks, time management skills and the ability to predict the consequences of their decisions. In general, the current situation requires managers to practice all developments in management science in conjunction with the skillful use of powers of the manager's personality (Lo et al., 2024).

Analysis of job satisfaction factors is becoming increasingly popular in the economic environment. Increased interest in the subjective aspects of labor evaluation is associated with limited resources in the external stimulation of labor, on the one hand, and the humanization of approaches in general to personnel management (Wang et al., 2024). The management activities of any organization, regardless of the type of activity, are aimed at conducting effective personnel policy, preserving a relaxed social and mental environment inside the group, motivating and stimulating labor activity, personnel development, and others. Employee satisfaction is an essential factor that determines the effectiveness of an organization's activities. Job satisfaction is how a person or group feels about their work and the environment under which it is done (Avanzi et al., 2023; Judge et al., 2020).

Perceived organizational support is the extent to which an employer cares about the well-being of employees and values their contributions (Nazir & Islam, 2017). Perceived organizational support refers to employees' general beliefs about the organization's concern for their well-being and the appreciation of contributions made (To & Yu, 2023). Perceived organizational support can be interpreted as an employee's view of the extent to which the organization cares about well-being and values its contribution (Sihag, 2020). Perceived organizational support is a belief about the extent to which the organization values its contributions and cares about its well-being (Stephen, 2023). There are four indicators to measure perceived organizational support (Duong & Ho, 2024) Expressing the organization values the contribution of employees, the organization values the extra effort of employees, the organization pays attention to employee complaints, and the organization notifies employees of mistakes. From the above opinion, we can formulate hypotheses that are temporary conjectures.

H4: Transformational leadership influences organizational commitment.

H5: Job satisfaction affects organizational commitment.

H6: There is an effect of perceived organizational support on organizational commitment.

3. Mediating Organisational Commitment to Transformational Leadership Relationships to Turnover Intention

Transformational leaders promote teamwork, offer support, and encourage mutual assistance among their followers, as they do not hold ultimate authority over the task. Enhanced implementation of transformational leadership leads to increased organizational engagement among personnel, and conversely (Hakim & Ibrahim, 2017). Transformational leaders motivate their workforce to collaborate, offer assistance, and support one another, although

acknowledging the challenges, as they do not act as sole authority in the workplace. This study contributes to research by exploring how transformative leadership can impact employee turnover and the significance of corporate and community connections in this context (Yuliantini et al., 2024). Studying the core components of job attachment, a social and context-specific construct, can help fill knowledge gaps by enhancing our understanding of leaders' vital role in turnover and increasing the correctness of turnover predictions for researchers and practitioners (Amankwaa et al., 2022). Transformational leaders are a significant asset that employees may gain and safeguard by choosing to stay in the firm. Employees' motives for obtaining and safeguarding this resource are the reason why the resource remains in place (Tse et al., 2013). Organizational commitment is the objective of consistently engaging in efforts to enhance employee dedication to promote stability and productivity toward achieving organizational objectives. Affective commitment is employees' emotional bond with the organization, motivating them to be dedicated to their work. Normative commitment is when employees sense a moral need to stay in the organization (Ly, 2024). From the above opinion, we can formulate hypotheses that are temporary conjectures.

H7: Organizational commitment mediates the effect of transformational leadership on turnover intention

4. Mediating Organisational Commitment to the Relationship of Job Satisfaction to Turnover Intention

In general, when speaking of employee job satisfaction, it is impossible to give one exact definition of this understanding since it is cultivated and diverse. Job satisfaction is inherently the satisfaction a person experiences directly from working in a particular position (Weiss, 2002). At the same time, an additional complication is that job satisfaction varies significantly between employees. The elements contributing to one employee's satisfaction might be relevant to other employees in different settings. Thus, There is more than one definition of what constitutes a successful job, and workplace dynamics will determine what aspects go into it.

American researchers used one of the Job Descriptive Index (JDI) to break down satisfaction factors into five major groups: wages, careers, psychological climate, relationship management, and direct employment (Futrell, 1979). Other researchers, Wang et al. (2020), For example, used four parameters in measuring job satisfaction, including the job itself, work environment, appreciation for work done, and organizational management. In some studies, job satisfaction is considered in its multidimensional manifestations, determined by internal satisfaction, which is associated with work done, and external satisfaction, which is related to wages and career growth (Ertekin & Avunduk, 2021; Judge et al., 2020; Katebi et al., 2022; Zardasht et al., 2020). According to Tsai (2018), job satisfaction can be influenced by personal and organizational factors. Perceptions of desired expectations characterize individual factors, while organizational factors are associated with policies and rules set by the organization.

Conversely, contentment serves as a general evaluative representation of the employee regarding the process of labor activity, level of involvement, and working circumstances in addition to the outcomes of his work. If this can be realized, it will form a commitment to employees, which will impact the low desire of employees to move. Organizational commitment is a strong desire to remain in effect, such as special agency personnel, a desire to strive as the desire of the agency, particular beliefs, and recognition of the value and purpose of the agency (Khuong & Phuong, 2024). Organizational commitment means that reasonable

goals, suitable strategies, and support zones that support all will be in vain if employee commitment to improving the agency does not exist (Abet et al., 2024). Organizational commitment is the psychological identification of a person's work in the organization (Ahmad, 2018). Four indicators measure an organization's commitment to the following (Putri et al., 2023; Turek et al., 2023) expressing a sense of belonging, a sense of pride, having a high spirit, and the desire to remain in the organization. From the above opinion, we can formulate hypotheses that are temporary conjectures.

H8: Organizational commitment mediates the effect of job satisfaction on turnover intention

5. Mediating Organisational Commitment to Perceived Organisational Support Relationship to Turnover Intention

Several previous studies discussing the effect of perceived organizational support on employee commitment have been found to have positive and significant relationships Garg & Dhar, (2014); the findings imply that the lower the employee's feelings of being supported by the organization, the lower the employee's commitment to the organization and vice versa. Ahmed et al., (2015) also found that perceived organizational support strongly predicted affective commitment. This indicates that an organization where employees feel supported will reciprocate a commitment to their organization. In line with previous findings, To & Yu, (2023) There is a strong relationship between perceived organizational support and affective commitment as part of organizational commitment. From the perspective of social exchange, this is in line with the findings in his research that perceived organizational support is positively significantly associated with affective commitment, which means that high employee commitment can be predicted by high perceived organizational support.

Furthermore, research focusing on the influence of employee commitment on perceived organizational commitment found that the largest dimension of organizational commitment is affective commitment. Research by Nazir & Islam, (2017) states that there is a significant favorable influence of perceived organizational support on employee commitment which implies that the organization needs to increase support for employees to increase its organizational commitment. Correspondingly, To & Yu, (2023) research stated a positive and significant influence between POS and employee commitment, which is very strong. From the above opinion, we can formulate hypotheses that are temporary conjectures. Perceived organizational support, or POS, is the belief held by employees regarding the organization's appreciation of their efforts and concern for their welfare (Karatepe et al., 2022). Perceived organizational support significantly influences job satisfaction, organizational commitment, and intention to leave. Organizational commitment refers to employees' emotional connection and sense of belonging to the organization. Commitment is a significant indicator of organizational results, including performance, absences from work, and turnover. This study examines how perceived organizational support influences turnover intention, with organizational commitment as a mediator (Giao et al., 2020).

H9: Organizational commitment mediates the effect of perceived organizational support on turnover intention.

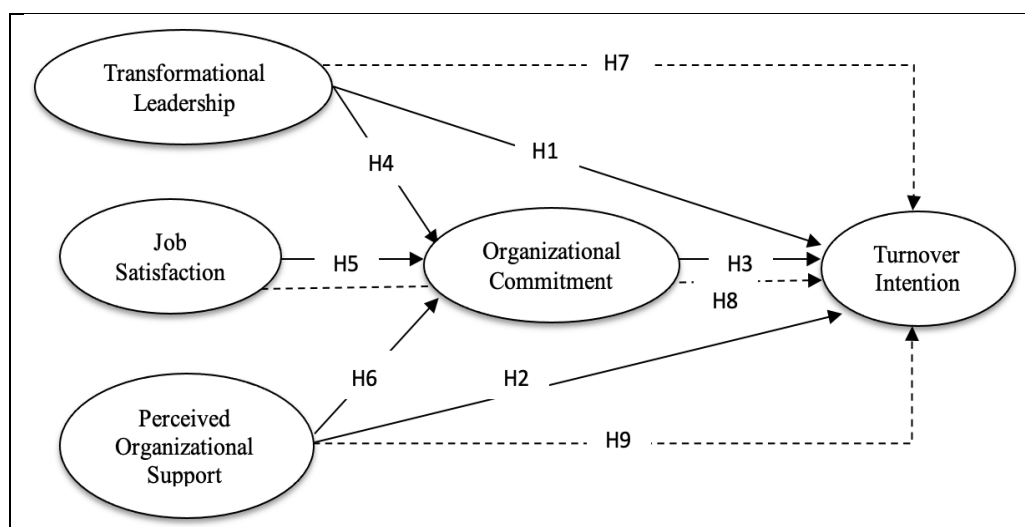


Figure 1. Conceptual framework of research

METHOD

A causality method was employed in this study's quantitative research design. The J&T Cargo Expedition Company in Tangerang Regency became the research location, with a population of 131 respondents, and the sample used was 131 using the total sampling technique. Data collection in this study used a questionnaire through Google Forms. The questionnaire is given online because it can be distributed quickly, and respondents can fill it out easily (Evans & Mathur, 2018; Nayak & Narayan, 2019). As for this study, transformational leadership measurement was adapted from research (Siswanto & Yuliana, 2022). While in the variable turnover intention, the measurement is adapted from (Hu et al., 2022), and job satisfaction is adapted from research (Wang et al., 2020), Organisational commitment (Putri et al., 2023; Turek et al., 2023), and Perceived organizational support (Duong & Ho, 2024) A 10-point interval scale, ranging from 1 to 10, is used to measure each item, with 1 denoting a strong disagreement. Ten stands for "strongly agree." After the data is collected, it is tabulated and processed for testing.

This study used PLS-SEM with statistical tools to analyze and test the data, namely SmartPLS version 4.0. There are several reasons for using PLS-SEM in this study. Various research activities have widely accepted PLS because it can make it easier for researchers to predict research results, especially in predicting moderation variables. The data is tested through two stages: evaluation of measurement models and structural models. Evaluation of measurement models is used to see the validity and reliability of the data obtained, and evaluation of structural models is used to see path analysis, namely hypothesis testing.

RESULTS AND DISCUSSION

Results

The survey findings that researchers tabulated participants completed and filled out against the submitted statements to process data, including validity and reliability testing. In testing, validity can be seen from the value of outer loadings, which is valid if it is above 0.70 (Ghozali, I & Latan. H, 2015; Hair et al., 2020), here is Figure 2. They are presented below.

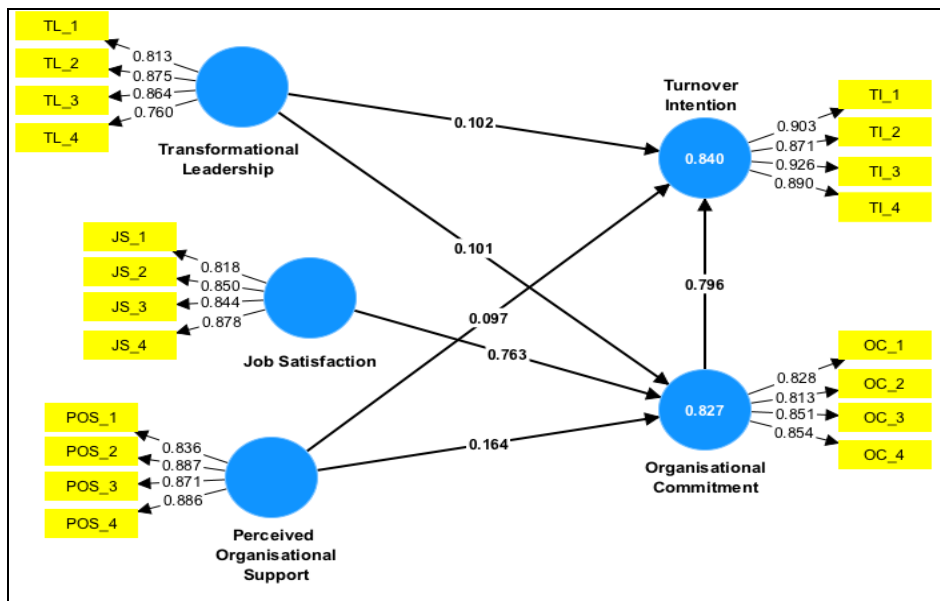


Figure 2. Output Outer Loading Validity

Figure 2 demonstrates that all the indicators' elasticities exceed 0.70, satisfying the data validity criteria. Viewpoint (Ghozali & Latan., 2015) Indicators are considered realistic if each indicator includes an outside loading value exceeding 0.70. While Cronbach's Alpha and Composite Reliability demonstrate the value of reliability testing, if the value is more than 0.70, the AVE value must exceed the value of 0.50 to meet the reliability requirements. Table 1 shows the outcomes of testing for reliability and validity.

Table 1. Validity and Reliability testing

Variable/Indicator	Cross Loadings					Cronbach Alpha	Composite Reliability	AVE	R-square
	JS	OC	POS	TI	TL				
Job Satisfaction						0,869	0,871	0,718	0.840
JS_1	0,818	0,731	0,315	0,640	0,655				
JS_2	0,850	0,735	0,319	0,542	0,667				
JS_3	0,844	0,749	0,350	0,499	0,726				
JS_4	0,878	0,811	0,363	0,516	0,825				
Organizational Commitment						0,857	0,859	0,700	0.827
OC_1	0,745	0,828	0,407	0,632	0,723				
OC_2	0,731	0,813	0,384	0,489	0,701				
OC_3	0,731	0,851	0,462	0,476	0,778				
OC_4	0,783	0,854	0,400	0,534	0,835				
Perceived Organisational Support						0,894	0,902	0,758	
POS_1	0,280	0,374	0,836	0,178	0,400				
POS_2	0,420	0,474	0,887	0,273	0,489				
POS_3	0,298	0,382	0,871	0,179	0,418				
POS_4	0,368	0,474	0,886	0,252	0,481				
Turnover Intention						0,920	0,920	0,806	
TI_1	0,753	0,809	0,474	0,903	0,604				
TI_2	0,772	0,810	0,436	0,871	0,544				
TI_3	0,778	0,834	0,487	0,926	0,540				
TI_4	0,749	0,813	0,459	0,890	0,590				

Variable/Indicator	Cross Loadings					Cronbach Alpha	Composite Reliability	AVE	R-square
	JS	OC	POS	TI	TL				
Transformational Leadership						0,848	0,860	0,687	
TL_1	0,498	0,529	0,284	0,479	0,813				
TL_2	0,520	0,529	0,181	0,537	0,875				
TL_3	0,592	0,581	0,227	0,631	0,864				
TL_4	0,531	0,463	0,157	0,432	0,760				

Based on Table 1, all indicators submitted meet the validity requirements because they exceed 0.70. All of them are reliable in reliability testing, while AVE has also met the requirements of the (Cepeda-Carrión et al., 2022; Nordin et al., 2023). Furthermore, Table 2 displays the outcomes of the hypothesis testing.

Table 2. Hypothesis testing

Hypothesis	Variable Causality	Beta	t-statistics	p-values
H1	Transformational Leadership → Turnover Intention	0,102	2,828	0,005
H2	Perceived Organisational Support → Turnover Intention	0,097	1,835	0,067
H3	Organizational Commitment → Turnover Intention	0,796	18,386	0,000
H4	Transformational Leadership → Organisational Commitment	0,101	2,399	0,016
H5	Job Satisfaction → Organisational Commitment	0,763	13,789	0,000
H6	Perceived Organisational Support → Organisational Commitment	0,164	3,626	0,000
H7	Transformational Leadership → Organisational Commitment → Turnover Intention	0,081	2,443	0,015
H8	Job Satisfaction → Organisational Commitment → Turnover Intention	0,607	10,569	0,000
H9	Perceived Organisational Support → Organisational Commitment → Turnover Intention	0,131	3,497	0,000

SmartPLS Output Developed in 2024 research

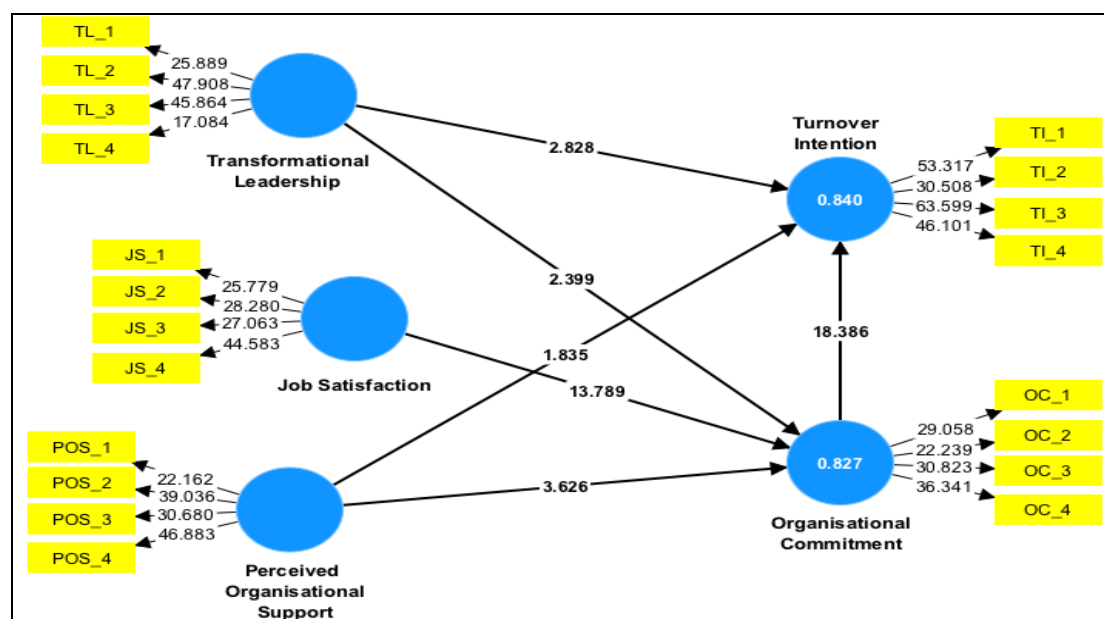


Figure 3. Output SmartPLS 4.0 Bootstrapping Test Result

Based on Table 2, eight hypotheses are well accepted. However, one hypothesis needs to be supported by our proposal, as explained in the discussion of each hypothesis below.

Discussion

1. The Relationship of Transformational Leadership, Perceived Organisational Support, and Organisational Commitment to Turnover Intention

The initial discovery in this study affirms that the transformative leadership variable substantially impacts turnover intention. As the effectiveness of transformational leadership increases, the intention to leave work in the organization will decrease. In the dynamic and challenging business environment, firms constantly search for efficient leadership solutions to enhance employee work satisfaction and minimize staff turnover intention. Social exchange theory posits that transformational leadership plays a crucial role in effectively managing organizations, particularly in managing employees. However, it is essential to note that while transformational leadership is potentially beneficial in retaining employees, it can also discourage them from developing intentions to defect from the organization (Tse et al., 2014).

The second finding in this study is that perceived organizational support cannot affect turnover intention. Employees believe three primary treatment categories are associated with perceived organizational support. The three primary criteria are fairness, supervisor support, organizational rewards, and working circumstances. Employees require equitable treatment in organizational conduct between colleagues, supervisors, and subordinates. Procedural fairness pertains to the methods employed to allocate resources among employees. The frequency of situations about the equitable allocation of resources has a significant cumulative impact on the perception of organizational support, indicating the organization's commitment to employee well-being (Stofberg et al., 2022; To & Yu, 2023).

The third finding in this study is that organizational commitment can significantly affect turnover intention. The higher the organizational commitment employees own, the lower the employee turnover intention. Employees strongly dedicated to a goal consistently engage in actions to enhance the organization's commitment to fostering employee stability. This is based on the belief that dedicated staff members will exert more significant effort and strive for tremendous success in attaining organizational objectives and developing a strong emotional bond between personnel and the organization, such that it turns into their driving force to remain dedicated to their work. Normative dedication is a commitment based on employees' moral duty to stay with the organization (Saeed et al., 2014).

2. The Relationship of Transformational Leadership, Job Satisfaction, and Perceived Organisational Support to Organisational Commitment

The fourth discovery in this study indicates that the influence of transformational leadership impacts the level of commitment inside a company. The greater the extent to which a leader possesses effective transformational leadership, the more organizational commitment among employees will increase. One approach that has gained significant attention is transformational leadership. This approach involves leaders actively guiding and moderating the organizational change and transformation. Leaders can significantly influence employee job satisfaction and reduce turnover intention by demonstrating transformational leadership qualities such as vision,

inspiration, and effective communication (Ariyabuddhiphongs & Kahn, 2017; Labrague et al., 2020). Transformational leadership emphasizes the importance of leaders being actively involved in change initiatives, ensuring employees feel supported and included throughout the transformation process. Studies have shown that when leaders effectively moderate transformation and communicate a vision for change, employees are more likely to feel motivated, valued, and satisfied with their roles.

The fifth finding in this study is that job satisfaction variables can affect organizational commitment. The higher the job satisfaction employees feel, the higher the organizational commitment. The management activities of any organization, regardless of the type of activity, are aimed at conducting effective personnel policy, preserving a relaxed social and mental environment inside the group, motivating and stimulating labor activity, personnel development, and others. Employee satisfaction is an essential factor that determines the effectiveness of an organization's activities. Job satisfaction is how a person or group feels about their work and the environment under which it is done (Avanzi et al., 2023; Judge et al., 2020).

The sixth finding in this study shows that perceived organizational support significantly impacts organizational commitment. The higher the perceived organizational support, the higher the employee's commitment. Perceived organizational support can be interpreted as an employee's view of the extent to which the organization cares about well-being and values its contribution (Sihag, 2020). Perceived organizational support is a belief about the extent to which the organization values its contributions and cares about its well-being (Stephen, 2023). According to (Field et al., 2024), four indicators measure perceived organizational support. Expressing that the organization values the contribution of employees; the organization values the extra effort of employees, pays attention to employee compliance, and notifies employees of mistakes. From the above opinion, we can formulate hypotheses that are temporary conjectures.

3. Mediating Organisational Commitment to Transformational Leadership Relationships to Turnover Intention

The seventh finding in this study shows that the mediating role of organizational commitment can affect transformational leadership on turnover intention. These managers tend to provide their staff members with a feeling of purpose and belonging, which can survive the detrimental effects of job discontent on plans to leave. Organizations can concentrate on creating and sustaining leadership philosophies that boost employee happiness and lessen the possibility of unfavorable effects on turnover intention by knowing the moderating impact of transformational leadership (Gui et al., 2020).

Transformational leaders motivate their workforce to collaborate, offer assistance, and support one another, although acknowledging the challenges, as they do not act as sole authority in the workplace. This study contributes to research by exploring how transformative leadership can impact employee turnover and the significance of corporate and community connections in this context (Yuliantini et al., 2024). Studying the core components of job attachment, a social and context-specific construct, can help fill knowledge gaps by enhancing our understanding of leaders' vital role in turnover and increasing the correctness of turnover predictions for researchers and practitioners (Amankwaa et al., 2022).

Transformational leaders promote teamwork, offer support, and encourage mutual assistance among their followers, as they do not hold ultimate authority over the task. Conversely, enhanced implementation of transformational leadership leads to increased organizational

engagement among personnel (Hakim & Ibrahim, 2017). Transformational leaders motivate their workforce to collaborate, offer assistance, and support one another, although acknowledging the challenges, as they do not act as sole authority in the workplace. This study contributes to research by exploring how transformative leadership can impact employee turnover and the significance of corporate and community connections in this context (Yuliantini et al., 2024). The company notes that the highest antecedents to turnover intention include role conflict, job stress, organizational commitment, family-work conflict, emotional exhaustion, and job satisfaction. Therefore, social support from colleagues, especially the support of supervisors or leaders, is essential in reducing employee turnover rates in the industry (Park & Min, 2020).

4. Mediating Organisational Commitment to the Relationship of Job Satisfaction to Turnover Intention

The eighth finding in this study is that the role of organizational commitment can affect job satisfaction and turnover intention. Research has indicated that when workers interact with transformational leaders, they are less likely to plan to leave their companies when they are content with their jobs (Tse et al., 2014). The term "job satisfaction" describes how happy a person is with their job overall, considering various factors such as the work environment, benefits, connections with coworkers, and chances for professional growth. Much research examining the connection between moving intent and job satisfaction has discovered that job contentment negatively impacts move intent (Dwidienawati et al., 2023; Liu et al., 2023; Pu et al., 2024). When workers are happy with their jobs, they have a sense of purpose and belonging, are involved in the company, and are driven to help it succeed.

The association between job satisfaction and intention to leave can be moderated by transformational leadership, which is typified by its capacity to inspire and encourage staff. The detrimental impact of job discontent on the intention to leave can be mitigated when workers are led by transformational leaders who create a happy work environment and support both personal and professional development. Companies that foster transformational leadership practices may lower the risk of employee attrition due to job discontent (Huang & Yin, 2024). Employee entry and exit intentions are vital for organizations, as they can disrupt productivity and incur higher expenses related to recruiting and onboarding new staff. Job satisfaction Field (Gopalan et al., 2023) is a crucial factor influencing intentions to leave a job, with disgruntled employees considering alternative jobs. However, Leadership styles within a company might mitigate the effect of work satisfaction on the desire to leave.

Today, it is clear that the quality, productivity, and efficiency of the personnel of each industrial enterprise largely depend on their job satisfaction. Therefore, in modern conditions, one of the main areas for improving the management system is increasing employee job satisfaction. Employee satisfaction in an industrial enterprise is associated with various aspects of work, ranging from production loads to relationships between managers of different levels and subordinates. With the new transformations in modern industry, one can observe a decrease in labor productivity and high employee turnover, when many employees do not stay long at one workplace, as well as a low sense of loyalty to the workplace. One of the reasons for this problem is the need for more employee satisfaction with their professional activities in specific industrial enterprise fields (Lu et al., 2016).

5. Mediating Organisational Commitment to Perceived Organisational Support Relationship to Turnover Intention

This study's ninth finding is that organizational commitment's role affects perceived organizational support on turnover intention. Perceived organizational support strongly predicted affective commitment. This indicates that an organization where employees feel supported will reciprocate a commitment to their organization (Ahmed et al., 2015; Herianto & Yanuar, 2021). In line with previous findings (2023), there is a strong relationship between perceived organizational support and affective commitment as part of organizational commitment. From the perspective of social exchange, this is in line with the findings in his research that perceived organizational support is positively significantly associated with affective commitment, which means that high employee commitment can be predicted by high perceived organizational support. Perceived organizational support refers to employees' perceptions regarding the organization's appreciation for their labor and concern for their well-being (Duong & Ho, 2024).

Organizational commitment has been defined and measured in several ways. Organizational commitment refers to a specific form of psychological attachment between an employee and their employing organization. This imagined link is a psychological condition that is created by society and is based on personal choice. It demonstrates commitment and accountability towards the organization (Turek et al., 2023). As a psychological condition, commitment highlights that it is a dynamic and socially generated concept within an individual. In other words, it arises from an individual's distinct views and interpretation of the circumstance. The level of an employee's dedication to the firm might vary based on the circumstances. Therefore, if employees perceive numerous barriers and difficulties in their work environment that induce stress, their dedication to the business should be significantly diminished, assuming all other factors remain constant (Abet et al., 2024).

CONCLUSION

One of the main concerns in management policy is transformational leadership, employee satisfaction levels, and perceived organizational support for working conditions. These processes are multifaceted and require attention from multiple points of view. Lack of control over this factor on the part of management can lead to negative consequences. Systematic monitoring of areas that require motivation from a leader and employee satisfaction and support from the organization is necessary to prevent this from forming a solid organizational commitment. Introducing a targeted approach to managing job satisfaction factors is also essential, especially in leadership and organizational support. Among the things that stand out is the need for leaders to implement a transformational leadership approach centered on encouraging and motivating staff members, developing a pleasant workplace, and offering opportunities for advancement. By doing this, companies can lower attrition rates, increase job satisfaction, and establish effective transformational leadership and employee-perceived organizational support from high organizational commitment, resulting in a more engaged and effective workforce.

THEORETICAL AND PRACTICAL IMPLICATIONS

It has been demonstrated that transformational leadership, a highly regarded and well-researched leadership style, favorably affects organizational outcomes, such as employee happiness and intention to turnover. One of the main implications of transformational

leadership is its impact on decreasing employee turnover rates. Employees led by transformational leaders are likelier to feel loyalty and commitment to their organizations. This results from transformational leaders' skill in encouraging and motivating their group members while building a climate of mutual respect and trust. As a result, employees are less likely to look for opportunities elsewhere, leading to lower organizational turnover rates.

In addition, the positive and empowering work environment fostered by transformational leaders encourages employees to develop a strong attachment to their work and the organization. This emotional connection is vital in reducing employee engagement intentions, as employees are more likely to be committed to the organization's long-term success. Transformational leaders also often invest in their employees' professional and personal development. By providing opportunities to develop and advance, they create a sense of investment in the organization, reducing the likelihood of turnover. This emphasis on individual consideration and support contributes to higher job satisfaction and reduced desire to leave the organization.

The application of transformational leadership in organizations requires a strategic and focused approach. Organizations must identify and develop potential transformational leaders within their management and oversight teams. These individuals must demonstrate a solid ability to inspire and motivate others, as well as a genuine commitment to the development and well-being of their team members. Once identified, these potential transformational leaders can be provided with targeted training and development programs to hone their leadership skills. Organizations can also establish mentorship initiatives where experienced transformational leaders can guide and support new leaders in developing their transformational leadership styles.

Organizations should also routinely use surveys, feedback sessions, and performance reviews to gauge how transformational leadership affects workers' leave plans. Through ongoing assessment, businesses can measure the success of their transformational leadership programs and make the required improvements to maximize their impact. By putting these tactics into practice, companies can more successfully utilize the potential of transformational leadership to lower employee emigration intentions and develop a more dedicated and engaged workforce.

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