



Moderating effect job satisfaction: Investigation transformational leadership on turnover intention

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Article Info	ABSTRACT
Article history: Received March 3, 2026 Revised May 8, 2026 Accepted Jun 24, 2026 Keywords: Artificial intelligence adoption; Accounting efficiency; Employee competence; Data quality; Organizational readiness.	The identified gaps arose because previous research showed inconsistent results and rarely included job satisfaction as a moderator in the model of the influence of transformational leadership on turnover intentions. This study seeks to examine the influence of transformative leadership on employee turnover intentions, including variations in work satisfaction. This study employs quantitative methodologies pertinent to the objective of 103 employees at PT BFI Sector Tangerang Financing. The sample was meticulously gathered, comprising a total of 103 respondents. The data gathering was a questionnaire survey employing a point scale from 1 (strongly disagree) to 10 (strongly agree). The data analysis employed the SEM-PLS methodology, integrating external models, internal models, and bootstrap testing to validate three hypotheses. The results indicate that transformative leadership exerts a significant negative influence on turnover intention ($\beta=0.353$ sig 0.013). Moreover, job satisfaction exerts a substantial negative influence on turnover intention ($\beta=0.341$ sig 0.001). Moreover, work satisfaction serves as a moderated in the association between transformative leadership and turnover intention ($\beta=0.369$ sig 0.000). This study underscores the significance of management approaches that boost employee well-being and retention rates by improving leadership quality and fostering a supportive work environment. This research seeks to offer valuable insights for human resource management by integrating leadership components and work satisfaction to develop effective employee retention strategies. The moderating role of job satisfaction as a strengthening factor increases the influence of transformational leadership on turnover intentions, thus clarifying the mechanism of its influence in the organizational context. <i>This is an open access article under the CC BY-NC license.</i>

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1. INTRODUCTION

In today's era of globalization, competition within an organization is very tight to achieve a preset target (Ogbeibu et al., 2022). This phenomenon occurs due to the advancement of technological and scientific knowledge, which aligns with the flow of globalization and environmental change. Employee turnover is essentially the relative rate at which a company gains and loses employees. In particular, employees who leave are those whose skills have significant potential or influence on the smooth running of their productivity. However, turnover has a positive impact on the company, namely by

increasing efficiency (Boamah et al., 2022). Although employee turnover, or the entry and exit of employees from a company, is an important phenomenon in the life of a company, it can also have a positive impact. However, most employee turnover hurts the company, both in terms of costs and lost time and opportunities to capitalize on these turnover events. With higher turnover rates, more frequent turnover is an indicator of employee instability (Hu et al., 2022).

Leaders must establish explicit expectations for subordinates' performance, exhibit dedication to organisational objectives, and foster team cohesion. However, leaders lack understanding of how to increase respect and trust between leaders and subordinates. It is ambiguous how the leader may effectively communicate explicit expectations for subordinates' achievements and exhibit dedication to the organization's objectives (Bakker et al., 2023). Nevertheless, they have not cultivated a profound comprehension of how transformational leadership can foster team cohesion within the firm and affect employees' inclination to persist in the banking sector. Job satisfaction is a crucial element that significantly contributes to an organization's success (Aftab et al., 2023). Not only does job satisfaction influence the individual's well-being, but it also the company's sustainability and competitiveness, thereby helping employees stay with the Company (Deb et al., 2023). However, employees who feel unappreciated and dissatisfied with their work tend to be reluctant to offer innovative ideas and to share knowledge that supports the company's development (Alagarsamy et al., 2023).

In a variety of system conditions, the correlation between employee attrition desire and transformational leadership has been extensively documented. However, the contemporary literature says there are significant inconsistencies in this discovery, which proves that the boundary situation and contextual aspects play an important role as mediators in this bond (Hancock et al., 2026). Some research says the still-weak the direct effect of transformational leadership on the desire to move is the opposite of the influential description in the literature. For example, in the conditions of institutional religiosity, transformational leadership does not prove an important direct impact on the desire to resign in a situation of job dissatisfaction. In the banking sector, compensation is the only significant predictor, while transformational leadership proves to be insignificant. Not only that, transformational leadership does not affect teachers' creativity in rural learning conditions (Nadapdap et al., 2025). These findings are not limiting, but rather describe an analytical pattern that depends on the condition and cannot yet be explained. Descriptions of which institutional, sectoral, or habit characters enable methods of choice beyond the effects of transformational leadership are included in the research lacuna.

In this study, we highlight the study by Bakker et al. (2023), which discusses transformational leadership but does not specifically examine its relationship with turnover intention. We also highlight the research done (Abdelhamied et al., 2023) In the study, we discuss job satisfaction but do not discuss turnover intention as an endogenous variable, in addition, we highlight the research (Sobaih et al., 2022; Sun & Wang, 2017; Yücel, 2021) In his research, he discusses the direct influence of transformational leadership specifically on turnover intention, but in his research does not discuss job satisfaction as a specific moderation. The novelty in this study refers to the above research, the researcher builds a new model conceptual framework, namely transformational leadership as an exogenous variable, job satisfaction as a moderation variable and turnover intention as an endogenous variable.

This study strengthens leadership theory by confirming that the effects of transformational leadership are not universal and are influenced by job satisfaction as a moderator. Within the context of employee turnover theory, this study clarifies the conditions under which leadership can reduce or strengthen turnover intentions, closing the empirical gap of previous conflicting findings. Thus, a critical literature review reveals inconsistencies in previous research and emphasizes the need for models that incorporate moderating variables for greater theoretical validity. This research uses three theories, namely Social Exchange Theory, Leader member Exchange theory and Job Demand Resources Theory. Social Exchange Theory explains that relationships between individuals and organizations are built on the basis of mutual relationships. If employees feel treated fairly, appreciated, and supported by the organization or leadership, then they are more likely to reciprocate with loyalty, commitment,

motivation, and better performance (Madison et al., 2025). Leader-Member Exchange Theory is relevant to explain the importance of the quality of the relationship between leaders and subordinates to form harmony in the workplace (Gottfredson et al., 2020). while Job Demands-Resources Theory is relevant to see the balance between work pressure and work support (Bakker & Demerouti, 2024). Each theory has its own limitations, not failures, LMX approach has limitations, namely there is a threat of endogeneity and construct overlap that makes LMX less powerful as an independent theory to explain leadership relationships (Gottfredson et al., 2020). While the initial JD-R approach only classified work demands simply as "dangerous", in reality there are different types of demands, e.g. challenges, obstacles, threats (Fernandez de Henestrosa et al., 2023).

At PT BFI Finance Sector Tangerang Banten, there is a gap, among others, in 2026 confirming that the number of employees who leave is very high, this indicates that the workload given by the company to employees is quite high, within one year the total number of employees who have been recruited reaches 68 people, but in 2025 there will be a reduction in the number of employees or employees who resign leaving the company reaching 39 people, with a prescription rate of 26.52%, it means that this number can be said to be unreasonable. Along with employee turnover, it can destabilize the company's set goals.

The objective of this investigation is to investigate the diverse impacts of transformational leadership on employee attrition intentions, while accounting for the diverse degrees of job satisfaction. Consequently, it is anticipated that the research will yield novel insights into how effective transformational leadership and elevated job satisfaction can diminish employees' intentions to resign, while also contributing theoretically to the broader field of science and specifically to human resource management.

2. RESEARCH METHOD

This study uses an exploratory quantitative research approach. The exploratory quantitative research approach is an aspect of research in which researchers seek to understand the impact or association between two or more variables, often using numerical data and statistical analysis. This research was conducted at PT BFI Sector Cikupa Tangerang Finance Company with a total population of 103 employees. This study implemented the concept of census sampling. The concept of census sample relates the collection of information from all populations in a research. This approach is especially useful when populations are easily managed, with full representation and comprehensive information collection. The purpose of this approach is to obtain data from each person in the population, for example, through survey instruments, questions and answers, or existing messages. Research ethics estimation, such as informed consent consent, must always be applied to prevent the respondent's privacy.

Data collection used a questionnaire instrument with a ratio interval, and a total sample of 103 respondents provided opinions from all 103 employees through a structured survey. The ratio interval typically ranges from 'near 10; Strongly Agree' to 'near 1; Strongly Disagree,' allowing employees to indicate their level of agreement with various statements. The 1–10 scale was chosen to provide a wider response range, increase measurement sensitivity, and facilitate interpretation of percentages or direct comparisons between items, compared to the narrower conventional Likert scale. Since the total sample includes everyone in the population, a sampling method is not necessary. The questionnaire will be distributed to all employees, either in printed format or through a bold program. After data collection is complete, responses will be explained, usually by dividing the average number for each statement or by measuring the frequency of each opinion. Ethical research assessments such as informed consent and privacy protection are important insights from this method. This methodological approach determines whether each employee is represented and provides a comprehensive description of their actions or opinions. Several critical stages are involved in the analysis of data using SEM-PLS (Structural Equation Modeling-Partial Least Squares), beginning with the evaluation of the measurement model. In this stage, researchers assess the reliability and validity of the measurement tools used to explain the latent factors. This method includes assessing and

measuring indicators, internal stability (e.g., Cronbach's alpha or aggregate reliability >0.70), and convergent validity (e.g., average variance extracted, AVE >0.50). Discriminant validity is assessed to determine whether the constructs are significantly correlated with each other.

After taking into account the form of measurement, the next stage is to analyze the R-Square form of the systemic equation, which emphasizes the descriptive capacity of the bonds between latent variables. The R-squared value is a measure of the degree to which the independent variable decomposes the modification in the dependent factor. A large R-squared number proves that the model displays a meaningful percentage of variance in the bound variable (Hair et al., 2020). Next, we assess the significance of the plot shape using the bootstrap method. The bootstrap method creates numerical resampling to estimate standard errors and t-values, which helps determine the significance of direct, indirect, and moderating effects between variables. Findings from the bootstrap result provide insight into statistically significant relationships, allowing us to confirm or refute research hypotheses (Cepeda-Carrión et al., 2022). When trying to have a moderation effect, SEM-PLS allows the inclusion of the term interaction to assess how one factor affects the bond between the other 2 factors. This helps to recognize whether the impact of free variables on finite factors changes in different situations or levels of mediators. Overall, SEM-PLS provides a robust framework for analyzing complex relationships among variables, evaluating both measurement and structural models, and testing direct, indirect, and moderating effects using bootstrapping to assess statistical significance. Common Method Bias SEM-PLS tests variable relationships, power analysis ensures sufficient samples, method bias and non-response maintain the validity of the research results (Vaithilingam et al., 2024).

3. RESULTS AND DISCUSSIONS

In SEM-PLS, the analysis begins with the outer model, which reveals the extent to which indicators represent the latent construct. Indicators are tested through factor loadings, where an ideal value >0.7 indicates a strong contribution to the construct. Next, construct reliability is evaluated using Cronbach's alpha and Composite Reliability (CR), both ideally >0.7 to ensure internal consistency (Haji-Othman et al., 2024). Convergent validity is examined using Average Variance Extracted (AVE), with a value >0.5 indicating the construct is able to explain more than 50% of the variance in its indicators. Discriminant validity ensures that each construct is significantly different from other constructs, usually using the Fornell-Larcker Criterion or HTMT. Once the outer model is valid, the inner model is analyzed to assess the relationships between constructs (Li & Lay, 2024). Effect sizes (f^2) are used to highlight the contribution of each predictor construct to the dependent construct. f^2 values ≥ 0.02 , 0.15 , and 0.35 indicate small, medium, and large effects, respectively. Furthermore, predictive relevance (Q^2) is calculated through a blindfolding procedure to measure the model's ability to predict data not used in the estimation; $Q^2 > 0$ indicates the model has predictive relevance. Thus, the combination of external model evaluation, effect size, and Q^2 ensures that the SEM-PLS model is not only valid and reliable but also capable of providing meaningful predictions for the dependent construct (Amatan et al., 2025; Henseler et al., 2016). Based on the results of the SEM-PLS analysis, the SRMR value in the saturated model and estimated model was 0.090 , so it was close to the ideal limit of $SRMR < 0.08$. An NFI value of 0.78 also indicates that the model's suitability globally is starting to approach the expected standard. However, because SEM-PLS is more oriented towards predictive capabilities and relationships between variables, model evaluation is not only based on global fit, but also on f^2 , Q^2 , and predictive relevance. Thus, although the global fit size is not yet fully ideal, the model is still scientifically acceptable because it meets key predictive criteria. This variation is in contrast to the CB-SEM study, which is more stringent on global fit standards such as $SRMR < 0.08$ and $NFI > 0.90$.

Indicators to measure transformational leadership adopted by opinions (Rodrigues et al., 2025) i.e. having an ideal influence: showing integrity and courage in decision-making, inspiring motivation: fostering employee optimism, intellectual stimulation: leaders encourage subordinates to think critically, innovatively, and creatively, and attention to the individual: leaders give personal attention

to the needs and development of each individual. To measure job satisfaction, we use the job satisfaction indicator adopted by (Bregenzner et al., 2025) i.e. satisfaction with the job itself: shows the extent to which the content of the job is considered interesting and meaningful, satisfaction with salary and rewards: evaluation of the fairness and adequacy of the compensation received, satisfaction with the promotion opportunity: reflects the perception of opportunities for development and career, satisfaction with the boss: assessment of the quality of the relationship and leadership style of the direct supervisor and satisfaction with colleagues: describe the quality of social relationships in the workplace. To measure turnover intention, we use indicators adopted by (Zhang et al., 2025) i.e. workload: refers to the amount of work or tasks that an employee must complete, work environment: refers to any physical, social, and psychological conditions in the workplace that affect employee well-being and performance, supportive leadership style: employees who feel unsupported or feel unappreciated by their employer are more likely to leave the job, reward: Workplace rewards refer to the recognition and rewards given to employees for their achievements, contributions, or efforts in work, interpersonal relationships: Positive relationships with coworkers and superiors can reduce turnover intention, while negative relationships tend to increase the likelihood of employees leaving the company. The following are the results of the evaluation of the measurement model as seen in Figure 2 below:

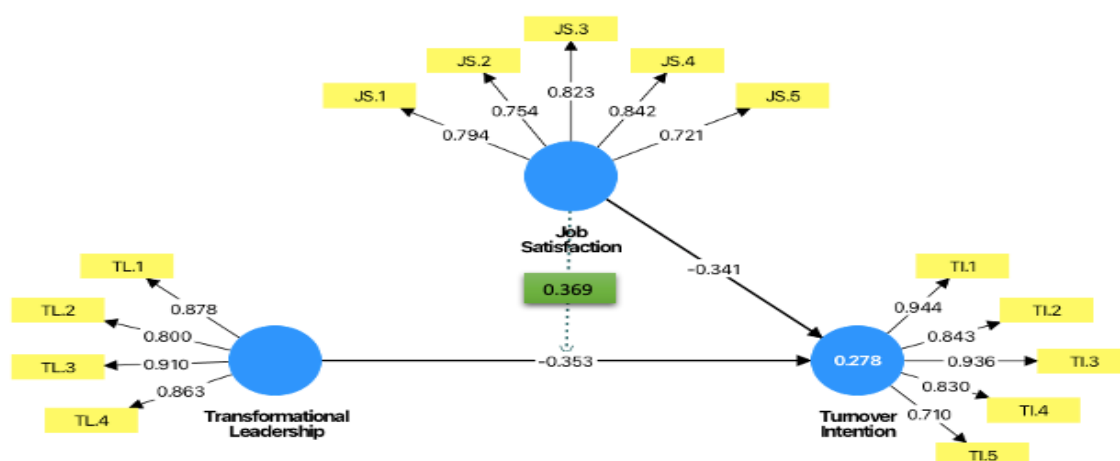


Figure 1. Outer loading with SEM-PLS

The results of the measurement form (external form) assessment in SEM-PLS show that all indicators should provide high values from the standard of 0.7, which indicates good convergent validity and indicates that the indicators should be well measured by the related construct. For example, indicators in the Job Satisfaction construct, such as JS. 1 to JS. 5, have factor loading values ranging from 0.721 to 0.842, TL. 1 to TL. 4 from 0.878 to 0.863, and TI. 1 to TI. 5 from 0.994 to 0.710, indicating a strong relationship between the indicators and the construct. The reliability of the form is also well maintained, recognizing high content aspects, which indicates valid stability. Overall, this measurement form is valid and reliable for measuring the construct under study.

Table 2. Cross-loading and reliability construct

Indicator	Cross Loadings				Cronbach's Alpha (CA)	Composite Reliability (CR)	AVE
	JS	TI	TL	JS*TL			
JS.1	0.794	-0.396	0.129	-0.026	0.847	0.891	0.621
JS.2	0.754	-0.302	0.182	0.086			
JS.3	0.823	-0.312	0.229	0.030			
JS.4	0.842	-0.330	0.219	0.018			
JS.5	0.721	-0.235	0.021	-0.046			
TL.1	-0.445	0.944	-0.341	-0.005	0.909	0.932	0.734

Indicator	Cross Loadings				Cronbach's Alpha (CA)	Composite Reliability (CR)	AVE
	JS	TI	TL	JS*TL			
TI.2	-0.325	0.843	-0.343	-0.104	0.886	0.921	0.746
TI.3	-0.452	0.936	-0.354	-0.030			
TI.4	-0.365	0.830	-0.356	0.020			
TI.5	0.017	0.710	-0.373	-0.245			
TL.1	0.075	-0.356	0.878	0.218			
TL.2	0.239	-0.295	0.800	0.303			
TL.3	0.194	-0.404	0.910	0.251			
TL.4	0.182	-0.322	0.863	0.308			
TL*JS	0.016	-0.058	0.308	1.000			

Note: Transformational Leadership (TL), Job Satisfaction (JS), Turnover Intention (TI)

Table 2 presents data on the indicators of (JS), (TI), and (TL), as well as the value of cross-loadings, (CR), (CA), and (AVE) for each variable. For Job Satisfaction (JS), indicators JS.1 to JS.5 show variations in cross-loadings with TI and TL, with JS.1 having the highest loading (0.794) and JS.5 the lowest (0.721). Cronbach's Alpha value for JS is 0.847, which indicates good internal consistency, while AVE for JS is 0.621, which is higher than the 0.5 threshold, indicating adequate convergent validity (Hair et al., 2020). In Turnover Intention (TI), the TI.1-TI.5 indicators show fairly strong cross-loadings, with TI.1 showing the highest (0.944) and TI.5 the lowest (0.710). (CA) for TI reached 0.909, which indicates excellent internal consistency, and AVE for TI at 0.734, indicating strong convergent validity. For (TL), the indicators, namely TL.1 to TL.4, have high loadings, with TL.1 reaching the highest (0.878) and TL.4 slightly lower (0.863). Cronbach's Alpha value for TL is 0.886, which indicates excellent internal consistency, and AVE for TL is 0.746, which indicates excellent convergent validity. As for the interaction between JS and TL (JS, TL), this indicator shows minimal cross-loading values against other variables. Although CA and CR for JS, TL are not calculated separately, these indicators still play a role in the interaction between Job Satisfaction and (TL). Overall, this data shows good reliability and validity for each construct, with indicators having strong loadings and correlations to establish relationships among Job Satisfaction, Turnover Intention, and Transformational Leadership. The following is Table 3. Fornell-Larcker Validity Discriminant and R-Square value of the Turnover Intention variable:

Table 3. Fornell-larcker validity discriminant

Variable	JS	TL	TI	R ²
				TI
Job_Satisfaction	0.788			0.278
Transformational_Leadership	0.196	0.864		
Turnover_Intention	-0.409	-0.403	0.857	

Sources: processed in the 2026 research

Table 3 shows the results of the Fornell-Larcker Validity Discriminant for three variables: (JS), (TL), and (TI), as well as the R² value. (JS) has a discriminant validity of 0.788, indicating good discriminant validity relative to other variables. The R-Squares value for IT is 0.278, indicating that (JS) has a moderate influence on (TI). This value shows and explains the moderate model, meaning that 27.8% of the variation in turnover intention is explained by transformational leadership and job satisfaction; some of it is influenced by other factors. Overall, this table shows that all three variables exhibit adequate discriminant validity, with R² values indicating the extent of each variable's influence. The structural model confirms the robustness of the hypothesized relationship, ensuring that the model's overall suitability aligns with the empirical data through testing and measurement, as seen in Figure 3.

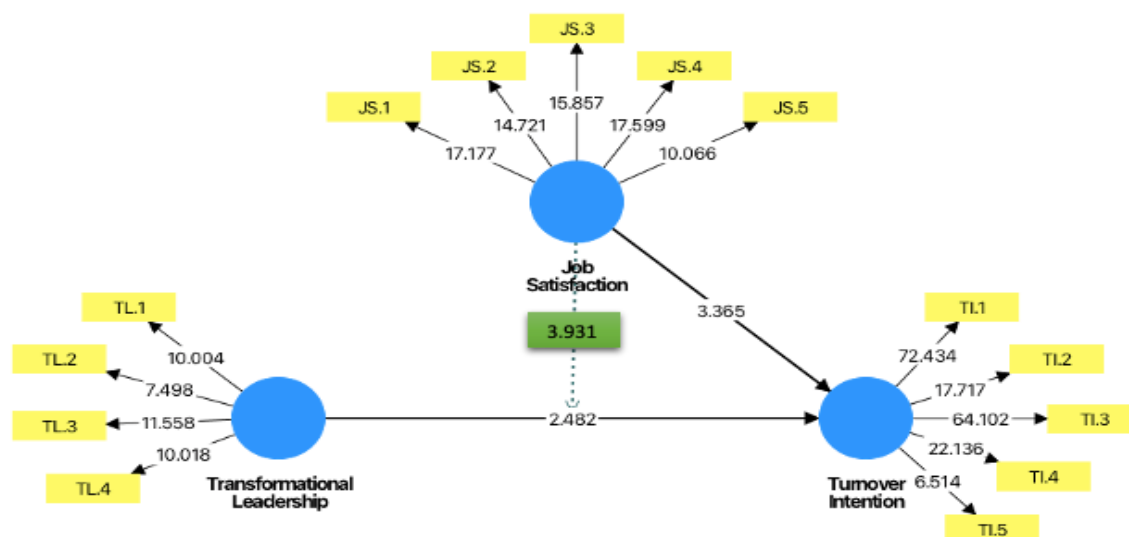


Figure 3. Bootstrapping test

Based on Figure 3. Here is a summary of the influence between variables seen in the model above in more detail using a 95% confidence interval with a 5% error, which can be seen in Table 4 below:

Table 4. Hypothesis test direct & indirect effect

Variable Relationship	(β)	T-statistics	P-values
TL → TI	-0.353	2.482	0.013
JS → TI	-0.341	3.365	0.001
TL*JS → OCB	0.369	3.931	0.000

Note: Transformational Leadership (TL), Job Satisfaction (JS), Turnover Intention (TI)

Discussion of Hypothesis

The preliminary findings of this investigation suggest that attrition intention is significantly and adversely affected by transformational leadership. Effective transformational leadership enhances motivation and job satisfaction, fostering employee attachment to the organization and reducing turnover likelihood (Haque et al., 2025). Transformational leaders can cultivate a work climate that nurtures and addresses employees' needs individual needs, thereby increasing their sense of attachment and loyalty. In addition, they provide opportunities for career development, which makes employees feel valued and helps them develop (Jimenez-Caceres et al., 2025). To create a positive work culture, transformational leadership reduces the factors that can sustain employees to leave the company, thereby reducing turnover intentions. Followers under transformational leadership tend to have less intention to leave their company because of the positive emotional connections and trust fostered by their leaders (Alzoraiki et al., 2023). This is contrary to the research findings (Sukalumba & Ramli, 2025).

The study's following findings indicated that work satisfaction exerted a considerable negative impact on change intention. Job satisfaction denotes an individual's favourable sentiments regarding their employment, shaped by elements such as remuneration, interpersonal interactions with coworkers, workplace ambiance, and prospects for professional growth. Job satisfaction increases the likelihood of employee retention inside an organization (Al-Sabi et al., 2024). Conversely, job dissatisfaction can lead to a desire to leave the industry or to end the activity. Employees who feel unappreciated, dissatisfied with their work situation, or lack opportunities for growth are more likely to seek other careers that better suit their desires. Employees are more likely to demonstrate a greater level of dedication to the organization when they are content with their occupation. This satisfaction

arises from various aspects, such as recognition of performance, adequate benefits, good relations with colleagues, and comfortable working conditions. This sense of attachment reduces their desire to find another job because they feel that their current workplace meets their emotional and professional needs (Pattali et al., 2024). Organizational commitment is significantly enhanced among employees who are content with their employment. This commitment arises because they feel valued and their psychological needs are met at work. This is contrary to the research findings (Burhanudin et al., 2025).

Leaders who have transformational leadership characteristics focus on empowering followers, inspiring followers, and supporting the development of a follower. Effective transformational leaders cultivate a pleasant work environment in which individuals feel esteemed and have opportunities to flourish (Alzoraiki et al., 2023). This increases their job satisfaction. When employees are led by inspiring and caring leaders, they will feel more satisfied with their work and supported in achieving personal and professional goals. Even with effective transformational leadership, job satisfaction may remain low if a follower feels dissatisfied with his or her job or the existing work environment. This can moderate, or even weaken, the impact of transformational leadership in reducing turnover intentions. In conditions of job dissatisfaction, a person tends to look for other jobs, even when led by an inspirational leader. Transformational leadership can reduce turnover not by building strong relationships between leaders and employees. Transformational leaders articulate a distinct vision, facilitate self-improvement, and inspire colleagues to attain collective objectives. When employees are content with their leadership, they exhibit more organisational commitment and a reduced propensity to resign (Zhu & Huang, 2023).

Practical implications: Organizations need to adjust their leadership styles so that transformational leadership does not create excessive pressure or expectations that drive employees to leave. Other factors: Variations in turnover can be influenced by constraints, workload, organizational culture, career opportunities, and work-life balance.

4. CONCLUSION

Based on the analysis results outlined above, researchers developed a broad conclusion. This research demonstrates that transformational leadership significantly impacts employee intentions to leave the company. Increasing the representation of this leadership style significantly reduces the likelihood of employee turnover. Job satisfaction significantly influences the likelihood of leaving the company. Furthermore, job satisfaction acts as a moderating factor that strengthens the positive impact of transformational leadership. When employees experience high levels of happiness, the motivating force of leadership works more effectively in reducing the intention to leave the company. Therefore, companies must focus their efforts on developing transformational leadership and creating supportive activities to maximize employee retention. Based on the conclusions and recommendations above, administrative engagement is a crucial format for implementation within the organization. Future research should incorporate additional variables, such as organizational culture and external factors, that may influence the research format. Applying a mixed methodology, which cohesively combines qualitative and quantitative methods, will yield more nuanced and detailed data, offering deeper insights into the complex dynamics involved. This research offers valuable insights into effective employee retention strategies by integrating administrative aspects and job satisfaction. To develop a research model to increase predictive power and external validity, By adding contextual or demographic variables to capture local factors, as this directly increases the predictive power and external relevance of the research model. The contribution and novelty of this research is the moderating role of job satisfaction as a reinforcing factor that increases the influence of transformational leadership on the intention to quit in a financing sector company, thus clarifying the mechanism of its influence in the organizational context. Leadership can not only be understood through the direct relationship between leaders and subordinates, as described in the Leader-Member

Exchange (LMX), but also needs to be seen through the working conditions experienced by the members of the organization, as described in the Job Demands-Resources (JD-R) Theory. Theoretically, these findings extend LMX because the quality of leader-member relationships is not only seen in terms of trust, closeness, support, and communication, but also from the leader's ability to provide work resources. Effective leaders not only build good interpersonal relationships, but also reduce work barriers, provide emotional support, provide information, provide autonomy, and create a conducive work environment.

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