



Can Transformational Leadership Retain Employee through The Role of Job Satisfaction as a Mediative at The Sunan Drajat Lamongan Boarding School Business Unit?

ABSTRACT

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This study highlights the strategic significance of Islamic boarding schools as historic contributors to Islam's development in Indonesia. The pivotal role these schools play in community empowerment is realized through their business units. The research aims to analyze the influence of transformational leadership on turnover intention, mediated by job satisfaction, in the business unit of Sunan Drajat Lamongan Islamic boarding school. Employing an explanatory research method, the study utilizes transformational leadership as the independent variable, job satisfaction as the intervening variable, and turnover intention as the dependent variable. Data is collected through questionnaires and analyzed using Structural Equation Modeling (SEM) processed with SmartPLS. The findings indicate that transformational leadership significantly positively impacts job satisfaction, while job satisfaction significantly negatively influences turnover intention. However, transformational leadership alone has an insignificantly negative effect on turnover intention. Job satisfaction acts as a mediating factor in the influence of transformational leadership in preventing turnover intention. However, transformational leadership without job satisfaction, fails to prevent employee turnover intention. In this context, Islamic boarding schools can optimize transformational leadership and job satisfaction strategies to minimize employee turnover intention, thereby enhancing employee performance and contributing to community empowerment.

Keywords: Transformational Leadership; Job Satisfaction; Turn Over Intention; Cottage Business Unit

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INTRODUCTION

The potential existence of Islamic boarding school institutions spread across almost all regions of Indonesia continues to grow and has proven its contribution to the history of the development of Islam in Indonesia. Islamic boarding schools are the oldest educational institutions and are considered indigenous Indonesian cultural products. Since the 1970s, Islamic boarding schools have experienced significant development, in

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terms of quantity and changes in the education system implemented. Islamic boarding schools have experienced extraordinary growth in quantity, both in rural areas, sub-urban areas, and urban areas.

According to Suhartini (2006), Islamic boarding schools, with the various hopes and predicates attached to them, actually lead to three main functions that are always carried out, namely: First, as a center for cadres of religious thinkers (center of excellence). Second, as an institution that produces human resources. Third, as an institution that has the power to empower the community (agent of development). Islamic boarding schools are also understood as being involved in the process of social change amidst the changes that are occurring, so that Islamic boarding schools also act as agents of change. The role of Islamic boarding schools in society in empowering society and being agents of change is certainly not excessive, because the noble mission of Islamic boarding schools is to provide the benefit of the people, so that it is a consequence for Islamic boarding schools to answer the demands for change in the surrounding community. One implementation of this form of empowerment is economic empowerment. This form of economic empowerment is expressed in the development of business units in Islamic boarding schools.

Conditions related to Islamic boarding school business units will be clarified in the object of this research, namely the Sunan Drajat Lamongan Islamic Boarding School. The economy of the Sunan Drajat Islamic Boarding School is an institution that handles all business units under the Sunan Drajat Islamic Boarding School foundation. Commitment to manage the economy of the Sunan Drajat Islamic Boarding School with excellent service with spirituality. The vision of all foundation business units is to improve the management of Islamic boarding school business potential so that maximum professional performance is achieved to build civil society. The business unit is run with an effective and efficient system, works by implementing standard operating procedures that have been socialized, and creates a conducive work atmosphere so that a work culture with Islamic values is implemented. The business unit at the Sunan Drajat Islamic Boarding School has also implemented key personal index (KPI)-based performance with Islamic work culture becoming a lifestyle in implementation at all management levels. Business units include services, industry and retail. Each service, industrial and retail unit has a business sector under it.

The development of business units at the Sunan Drajat Islamic Boarding School cannot be separated from the role of the business unit leaders. The head of the business unit is one of the founding families of the Sunan Drajat Islamic Boarding School. Business units are coordinated by the PPSD Economic Institute. The resources that run each business unit are students and community level students. With professional management, students who work as employees in each business unit owned by the Islamic boarding school also receive honoraria. The success of such a large business unit cannot be separated from the leadership exercised in managing the business unit. One type of

leadership that can play a major role in achieving efficiency, adjustment, and technological progress in an organization is a transformational leadership style.

Transformational leadership is the most appropriate leadership to achieve organizational efficiency, adjustment, and technological progress. Transformational leaders tend to be oriented toward individual success, high expectations, and recognition, as well as designing, preferred behavior. This leadership design appears with various leadership behaviors. Transformational leaders are role models who gain the admiration and trust of their subordinates. They are visionaries, and communicate salient and compelling organizational goals to followers. They motivate subordinates to look beyond their personal interests and have a higher commitment to their organization. Transformational leaders focus on the personal development of their subordinates and building strong emotional relationships with them. They also value nontraditional approaches to solving problems, making decisions, and improving performance (Avolio 1999; Bass 1998; Bass and Avolio 1994).

The transformational leadership style consists of four characteristics, namely individualized consideration, indicating that leaders focus on caring, growth and respect for their workforce. Intellectual stimulation has a leader's tendency to introduce new things, challenge and stimulate employees to carry out innovative ideas. Inspirational motivation is associated with the tendency of leaders to support their employees by raising the awareness of subordinates and providing an excellent future vision so that organizational goals are achieved. Idealized influence is a leader's personal interest and assertiveness that makes the leader an outstanding role model who stimulates and influences staff members. However, a transformational leadership style without using strategies related to expedition and exploitation at the same time, transformational leadership cannot be carried out efficiently. The inefficiency of transformational leadership can be an indication of employee turnover intention.

Turn over intention can be voluntary or involuntary, functional or dysfunctional. Voluntary turnover is initiated by employees because of better career opportunities in other organizations (Rahman & Nas, 2013). Forced turnover refers to the process in which an organization lays off employees due to performance problems, known as layoffs (Abbasi, Hollman & Hayes, 2008). Turnover can be dysfunctional and detrimental to an organization when highly talented employees leave the organization (Peachey, Burton & Wells, 2014). Turnover can work for an organization if the organization intends to lay off people who perform poorly. In general, turn over has proven to be expensive and disruptive to any organization (Harhara, Singh & Hussain, 2015). Previous research shows that transformational leadership has a significant influence on turnover intention (Tse & Lam, 2008;). Apart from transformational leadership, other variables such as job satisfaction have been found to influence Turn over intention (Yucel, 2012).

Robbins (2006) provides a definition of job satisfaction as an individual's attitude regarding their work. Then, according to Rivai (2008), job satisfaction is defined as a

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general attitude towards several things related to work, personal adjustment and social relationships outside the work context. Yucel (2012) states that job satisfaction is an important determinant of Turn over intention. Turn over intention is a long procedure that begins with considering leaving the institution followed by the intention to look for new job opportunities, and arriving at a decision regarding the purpose of leaving. Intention to quit is not only considered an important component of actual turnover but also provides important and relevant information for management to evaluate staff. A workforce with higher Turn over intention often manages to be less active and profitable. Job satisfaction has an inverse relationship to turnover intention.

Apart from problems with the research object, this research is also based on the existence of research gaps from several previous studies. Research by Eliyana, Ma'arif and Muzakki (2019), states that transformational leadership has no effect on performance, but job satisfaction mediates transformational leadership on performance. Abouraia and Othman (2017) ; Griffith, (2004) ; R. Sun and W. Wang, (2016), transformational leadership has a positive and significant negative effect on job satisfaction and job satisfaction on turnover intention. However, Lima, Loob and Lee (2017) and Hidayat, et al., (2021), stated that transformational leadership has a positive but not significant impact on turnover intention, while transformational leadership has a significant positive effect on job satisfaction and significant negative job satisfaction on job satisfaction. turnover intention. Mathieu et al, 2018 stated that supervisor behavior does not have a significant effect on turnover intention, nor does job satisfaction have a significant effect on turn over intention, but supervisor behavior has a significant effect on job satisfaction. Research conducted by Putri and Surya (2020) and Dewi and Subudi (2015) provided satisfactory results that transformational leadership had a significant positive effect on job satisfaction, then transformational leadership and job satisfaction had a significant negative effect on turnover intention. This negative relationship between transformational leadership and turnover intention is also specifically confirmed by research by Ariyabuddhiphongs and Kahn (2017).

On the basis of existing phenomena and still varying research results regarding the influence of transformational leadership on turnover intention through job satisfaction, this research aims to analyze the influences of transformational leadership on turnover intention, through job satisfaction in the Sunan Drajat Lamongan Islamic boarding school business unit.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is the most appropriate leadership to achieve organizational efficiency, adjustment, and technological progress. Transformational leaders tend to be oriented toward individual success, high expectations, and recognition, as well as designing, preferred behavior. They are visionaries, and

communicate salient and compelling organizational goals to followers. They motivate subordinates to look beyond their personal interests and have a higher commitment to their organization. Transformational leaders focus on the personal development of their subordinates and building strong emotional relationships with them. They also value nontraditional approaches to solving problems, making decisions, and improving performance (Avolio 1999; Bass 1998; Bass and Avolio 1994). Transformational leadership style without using strategies related to expedition and exploitation, transformational leadership cannot be carried out efficiently. The inefficiency of transformational leadership can be an indication of employee turnover intention.

Turn Over Intention

Turn over intention is a long procedure that begins with considering leaving the institution followed by the intention to look for new job opportunities, and arriving at a decision regarding the purpose of leaving. Turn over intention can be voluntary or involuntary, functional or dysfunctional. Voluntary turnover is initiated by employees because of better career opportunities in other organizations (Rahman & Nas, 2013). Forced turnover refers to the process in which an organization lays off employees due to performance problems, known as layoffs (Abbasi, Hollman & Hayes, 2008). Turnover can be dysfunctional and detrimental to an organization when highly talented employees leave the organization (Peachey, Burton & Wells, 2014). Turnover can work for an organization if the organization intends to lay off people who perform poorly. In general, turn over has proven to be expensive and disruptive to any organization (Harhara, Singh & Hussain, 2015). Previous research shows that transformational leadership has a significant influence on turnover intention (Tse & Lam, 2008;). Apart from transformational leadership, other variables such as job satisfaction have been found to influence Turn over intention (Yucel, 2012).

Job Satisfaction

Robbins (2006) provides a definition of job satisfaction as an individual's attitude regarding their work. Then, according to Rivai (2008), job satisfaction is defined as a general attitude towards several things related to work, personal adjustment and social relationships outside the work context. Yucel (2012) states that job satisfaction is an important determinant of Turn over intention.

Hypothesis Development

Research by Eliyana, Ma'arif and Muzakki (2019), states that transformational leadership has no effect on performance, but job satisfaction mediates transformational leadership on performance. Abouraia and Othman (2017) ; Griffith, (2004) ; Sun and Wang, (2016), transformational leadership has a positive and significant negative effect on job satisfaction and job satisfaction on turnover intention. However, Lima, Loob and Lee (2017) and Hidayat et al. (2021), stated that transformational leadership has a positive

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but not significant impact on turnover intention, while transformational leadership has a significant positive effect on job satisfaction and significant negative job satisfaction on job satisfaction. turnover intention.

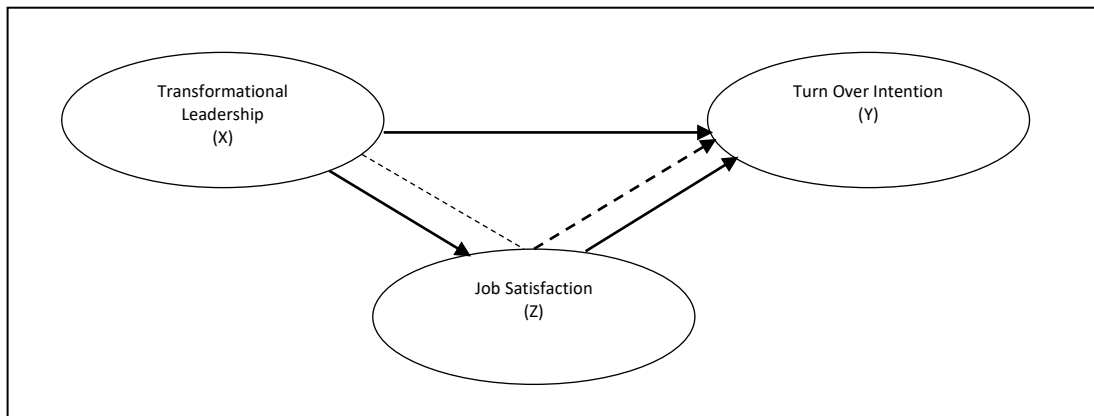


Figure 1. Hypothesis of the Research

This research hypothesis model uses 3 variables: transformational leadership as the independent variable, turnover intention as the dependent variable, and job satisfaction as the intervening variable. The hypothesis that emerged in this research states that transformational leadership has a direct influence on job satisfaction. Job satisfaction has a direct influence on turnover intention. Transformational leadership has the influence of turnover intention. The hypothesis above indicates that there is an indirect influence from transformational leadership on turnover intention which is mediated by the job satisfaction variable.

METHODOLOGY

This research is explanatory research (explanatory research). The sample in this research were employees of the Sunan Drajat Lamongan Islamic boarding school business unit, totaling 100 respondents. The independent variable used in the results of this study is given the notation X, namely: transformational leadership (X). The intervening variable is: job satisfaction (Z). The dependent variable is Islamic work performance (Y). The data collection technique used in this research is a survey using a questionnaire. Measurements in the questionnaire use a five-point Likert scale from 1 to 5. The analysis technique used in this research is SEM with the Smart PLS 3.4.1 program.

Transformational leaders encourage their subordinates to develop perceptions of leadership from new perspectives, which is facilitated by intellectual stimulation. These leaders are sufficient in forming perceptions as individuals who are able to provide support and attention to their subordinates through personalized attention, inspirational motivation, and charisma (Bass, 1985). The measurement of transformational leadership variables uses 5 dimensions from Bass Avolio with a total of

9 items are idealized influencer, inspirational motivation, intellectual stimulation, individual consideration, and transactional leadership.

Furnham, Eracleou, and Chamorro-Premuzic (2009) defined job satisfaction as how far the employees are satisfied with their work. Job satisfaction is based on JSI theory with 8 dimensions with each dimension represented by 1 item. Job satisfaction is measured by compensation, work-life balance, recognition, career development, work environment, relationship with supervisor, peer recognition, and job design.

According to Takase (2010), Turnover intention is a phenomenon that originates from an unfavorable psychological reaction to the conditions within an organization and the specific aspects of a job, leading employees to contemplate resigning from their current employment. Turn over intention consists of 5 items namely starting to feel lazy about work, increased absenteeism, increased violations of work regulations, increased protests against superiors, and positive behavior that is very different from usual.

RESULTS

Research on employees of the Sunan Drajat Lamongan Islamic boarding school business unit has been carried out. The sample of employees studied was 100 employees. Next, the results of data collection from the questionnaire will be analyzed. The data was processed using the SEM PLS test.

The characteristics of the respondents are reveal a diverse distribution across various categories. In terms of age, the majority (81.0%) fall within the 20-30 years category, followed by those aged <20 years (11.0%), 31-40 years (7.0%), and 41-50 years (1.0%). In terms of gender, the respondents are evenly distributed, with 46.0% being male and 54.0% female. Regarding education levels, the highest percentage (55.0%) holds a bachelor's degree (S1), followed by those with a senior high school (SMA) at 42.0%. The length of work also varies, with the majority (63.0%) having worked for 1-5 years, followed by 28.0% with less than 1 year of experience and 9.0% with 6-10 years of experience. Overall, the respondents' characteristic present a diverse demographic profile.

PLS testing is carried out in two stages, namely the outer model and inner model. Testing the outer model in the first stage is the convergent validity value, then construct validity, discriminant validity and construct reliability. The results of convergent validity can be seen from the loading factor value. The loading factor value is said to be valid, it must be more than 0.5. Following are the complete convergent validity test results in Table 1.

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Table 1. Convergent Validity Testing

Indicator	Job_Satisfaction	Transformational_Leadership	Turnover_Intention
JS1	0.837		
JS2	0.842		
JS3	0.891		
JS4	0.897		
JS5	0.923		
JS6	0.828		
JS7	0.858		
JS8	0.845		
TL1		0.868	
TL2		0.858	
TL3		0.848	
TL4		0.857	
TL5		0.874	
TL6		0.870	
TL7		0.860	
TL8		0.869	
TL9		0.855	
TOI1			0.853
TOI2			0.801
TOI3			0.899
TOI4			0.895
TOI5			0.736

The calculation results show that all variables, including transformational leadership, job satisfaction and turnover intention, have factor loading values greater than 0.7. With these results, all variables have convergent validity which meets the standards.

The next measurement model is the Average Variance Extracted (AVE) value, namely the value indicating the magnitude of the indicator variance contained by the latent variable. An AVE value greater than 0.5 also indicates good validity for the latent variable.

Table 2. Construct Validity Testing

Variable	Average Variance Extracted (AVE)
Job_Satisfaction	0.750
Transformational_Leadership	0.743
Turnover_Intention	0.704

The calculation results show that all research variable constructs show that all variables have an AVE value of more than 0.5. With these results, all latent variables and dimensions have good validity.

The third stage is discriminant validity which can be measured using the Fornell-Larcker Criterion value. A high loading value in the first row of each variable compared to the

values of other variables indicates that the variable has good discriminant validity. The following are the complete Fornell-Larcker Criterion values:

Table 3. Discriminant Validity Based on Fornell-Larcker Criterion

Variabel	Job Satisfaction	Transformational Leadership	Turnover Intention
Job Satisfaction	0.866		
Transformational Leadership	0.853	0.862	
Turnover Intention	-0.604	-0.521	0.839

Table 3 shows that the loading value in the first row has a loading value that is greater than the value below that of the other variables. This means that each variable used in this research meets the requirements for discriminant validity.

After carrying out all the validity tests, it is continued with reliability testing. Construct reliability is measured by the composite reliability value. A construct is reliable if the composite reliability value and Cronbach alpha are above 0.70, then the indicator is said to be consistent in measuring the latent variable. Here are the complete results.

Table 4. Construct Realibility Testing

Variable	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0.952	0.960
Transformational Leadership	0.957	0.963
Turnover Intention	0.893	0.922

The test results show that the constructs (variables) of all variables have Cronbach alpha and composite reliability values greater than 0.7. So that all variables are declared reliable.

The next stage is the structural model, which aims to determine whether there is an influence between variables. Testing was carried out using the t test. A variable is said to have an influence if the significance value of t is smaller than 0.05. The calculation results can be seen in Figure 2.

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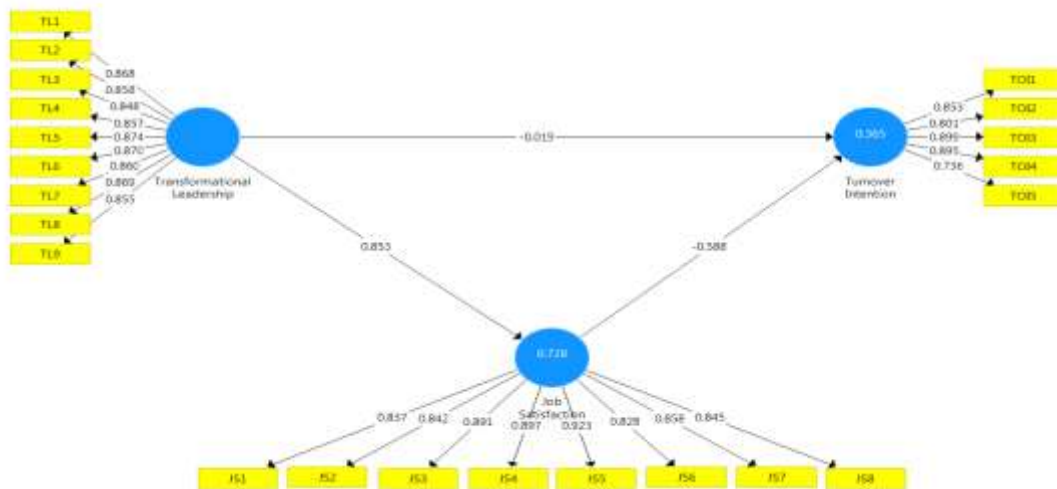


Figure 2. Inner/ Structural Model Test

Table 5. Direct and Indirect Testing

Relationship between Variable	Coefficient	t Statistics	P Values	R ²	R ² Adjusted
Direct Influence					
Transformational Leadership -> Job Satisfaction	0.853	27.371	0.000	0.728	0.725
Job Satisfaction -> Turnover Intention	-0.588	2.762	0.006		
Transformational Leadership -> Turnover Intention	-0.019	0.092	0.926	0.365	0.352
Indirect Influence					
Transformational Leadership -> Job Satisfaction -> Turnover Intention	-0.501	2.705	0.007		

Testing the direct effect shows that the direction of the relationship shows both positive and negative directions. The results of hypothesis testing show that transformational leadership has a significant positive effect on job satisfaction with a significance value of 0.000 ($p < 0.05$) with a coefficient of 0.853. Then job satisfaction has a significant negative effect, namely -0.588 on turnover intention with a significance value of 0.006 ($p < 0.05$). Meanwhile, transformational leadership has an insignificant negative effect on turnover intention with a significance value of 0.092 ($p > 0.05$).

Apart from testing the direct effect, this research also tested the indirect effect. The test results show that job satisfaction mediates transformational leadership on turnover intention with a significance value of 0.007 ($p < 0.05$).

The results of the research show that the magnitude of the influence of transformational leadership on job satisfaction is 0.728%, namely 72.8%. Meanwhile, the magnitude of the influence of transformational leadership and job satisfaction on

turnover intention is 0.365 or 36.5%. The results of the research show that the magnitude of the influence of transformational leadership on job satisfaction is 0.728%, namely 72.8%. Meanwhile, the magnitude of the influence of transformational leadership and job satisfaction on turnover intention is 0.365 or 36.5%.

Goodness of Fit

The predictive relevance value is symbolized by Q^2 . The value of Q-square can be calculated using the following calculation: $Q^2 = 1 - (1 - 0.728) (1 - 0.365) = 0.828$. Based on the results of the Q-square calculation, it can be seen that the Q-square value is 0.828. because the Q^2 value > 0 , it can be concluded that the model is fit or that the data and the model are in agreement. The results of the fit model calculation show that the SRMR or Saturated Root Mean Residual (SRMR) is 0.079. This value is smaller than 0.08 so the model is declared fit.

DISCUSSION

The Influence of Transformational Leadership on Turn Over Intention

The research results show that there is a positive but not significant relationship between transformational leadership and turnover intention. The results of this research are in accordance with several previous studies conducted by Lima, Loob and Lee (2017) and Hidayat, et al., (2021), that transformational leadership has no direct effect on turnover intention. Or other results from Mathieu et al., (2018) that supervisor behavior does not have a significant effect on turnover intention. The results of this research indicate that transformational leadership alone cannot prevent employees from wanting to leave the company. Employees who work in the Islamic boarding school business unit are santri or students at the Islamic boarding school. So the position can be as a student or as an employee.

Transformational leadership in some situations is more about building the mindset of santri or students who are learning knowledge. If it is directed when a student enters business management then this may not be his main orientation so it will have an impact on his enthusiasm for work. If the main orientation is learning then working as an employee will not last long. So, however, the leadership conditions do not allow them to persist in working for a long period of time. Especially if the employee has been oriented back to their home area by their parents.

Job satisfaction is the extent to which workers feel comfortable or dissatisfied with their work and organization. Apart from that, job satisfaction is determined by intrinsic and extrinsic factors. Research clarifies that intrinsic factors have resulted from work-related rewards consisting of achievement, recognition, advancement, and responsibility. Meanwhile, extrinsic factors come from the environment.

The Mediating Role of Job Satisfaction on the Effect of Transformational Leadership on Turn Over Intention

The research results show that job satisfaction plays a mediating role in the influence of transformational leadership on turnover intention. The results of this research are in accordance with several previous studies conducted by Abouraia and Othman (2017); Griffith, (2004) ; R. Sun And W. Wang (2016) ; Putri and Surya (2020) and Dewi and Subudi (2015), that transformational leadership has a positive and significant negative effect on job satisfaction and job satisfaction on turnover intention. With these results, job satisfaction is needed as a mediator of the influence of transformational leadership on turnover intention.

The results of this research are interesting information because transformational leadership itself has no impact on turnover intention. This means that the role of job satisfaction changes the views and thoughts of employees who work in the Sunan Drajat Lamongan Islamic Boarding School business unit. As long as employees get job satisfaction, this can prevent them from wanting to leave their jobs. Job satisfaction can change the mindset that was originally only for seeking knowledge and can also be changed to work with the condition that satisfaction in their work can be met.

Students who are also employees can have two goals at once, namely learning to seek knowledge and working to serve the institution that has given them knowledge and getting working conditions that comply with the Shari'a and fulfill their satisfaction expectations, both from salary to communication, according to what was extracted from the satisfaction in the questionnaire. study. Once satisfaction is achieved, this reduces the desire to leave one's job at the Islamic boarding school business unit. This condition is a realistic idea amidst changing conditions and high economic and social demands in society. Apart from being highly knowledgeable, students also need to have prosperity and income that can support their future life.

CONCLUSIONS

Job satisfaction plays an important role as a mediator in the influence of transformational leadership on turnover intention of employees of the Sunan Drajat Lamongan Islamic Boarding School employees. The important role of job satisfaction is strengthened because the results of the direct influence of transformational leadership on turnover intention do not have a significant impact on employees in the Sunan Drajat Lamongan Islamic boarding school business unit. From these results it can be concluded that one of the tasks of transformational leadership is to create job satisfaction in employees, with job satisfaction it will make employees fulfill their internal psychological aspects and achieve their needs which will prevent employees from thinking about changing jobs or deciding to leave their job. The implication of this research is the importance of paying attention to and increasing employee job satisfaction in the Sunan Drajat Lamongan Islamic Boarding School business unit as a strategic step in minimizing

employee turnover intention. By understanding these implications, Islamic boarding schools can optimize transformational leadership strategies and job satisfaction which can improve employee performance and have a positive impact on community empowerment.

The limitations of this research were that it was conducted on employees with work periods varying from less than 1 year to more than 5 years. Turn over intention usually occurs when working for less than 5 years. So that in future research, TOI will be differentiated between employees less than 5 years and more than 5 years. A further limitation in this research is that measuring job satisfaction only takes into account the dimensions of salary, promotion, superiority, contingent rewards, operating procedures, coworkers, nature of work, and communication. In addition, this research does not consider other factors that might influence turnover intention, such as economic factors, career development, and employee personal factors. Therefore, it is hoped that further research can deepen understanding of these variables to obtain a more holistic picture of the factors that influence the desire to move to an Islamic work environment.

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