



Organizational Commitment Mediates the Effect of Transactional Leadership on Turnover Intention on Frontliners

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Abstract: The high level of turnover intention in frontliner employees is a serious challenge for retail companies, including CV. Premium Indonesia. This study aims to analyze the effect of transactional leadership on turnover intention mediated by organizational commitment. This research uses a quantitative approach with survey techniques on 56 frontliner respondents. The results showed that transactional leadership has a negative influence on turnover intention. This means that the more effective the application of transactional leadership style, the lower the employee's intention to leave the company. In addition, organizational commitment also negatively affects turnover intention and is proven to be able to mediate the relationship between transactional leadership and turnover intention. These findings confirm the important role of leadership and commitment in retaining the workforce, especially in the dynamic and competitive retail sector.

Keywords: Transactional leadership, Organizational commitment, Turnover intention, Retail, Human resource management.

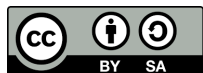
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1. Introduction

Retail business has become a major pillar in the economy, both in developed and developing countries with a contribution of more than 50% (To & Yu, 2023). The success and success of a company is highly dependent on the management of its resources, including maintaining workforce stability (Dalimunthe et al., 2023). To ensure services remain optimal, companies need to implement effective employee defense strategies to reduce turnover rates.

In today's competitive business world, turnover intention is one of the important issues faced by companies, especially among employees (Ihwanti & Gunawan, 2023; Syazwani & Irbayuni, 2024). According to Fitriani et al. (2024) turnover intention is the desire of employees to stop working from the company for various reasons, such as looking for a better job or position. This desire can lead to resignation, leaving the organization, or reducing the number of members in the organization. The decision to change jobs is usually the last resort for employees when they feel their working conditions are not in line with their expectations. This phenomenon refers to employees' desire to leave their current position and seek opportunities in other more promising places (Gyanmar & Achmad, 2024; Pradana & Hartono, 2022).

The phenomenon of turnover intention is happening and experienced by CV. Premium Indonesia, a company engaged in the retail and distribution of mobile phone accessories from various brands. The company has 25 retail stores spread across the East Java area and has 300 store partners. The company provides products and services along with its advantages such as credit and prime all operators, internet packages, electricity tokens, bank transfers, and top up games. In addition, the company also provides new and second cellphone products and cellphone services with all conditions. Based on the results of visits and interviews, the turnover rate data has been increasing since the last few years.

The percentage of frontliner turnover in 2022-2024 shows an alarming trend, far exceeding the ideal figure of 10% revealed by Gallup (Iskandar & Rahadi, 2020). In 2022 the turnover percentage was already considered high, and this situation worsened in 2023 and continued in 2024. This reflects serious challenges in terms of employee retention, which can have a negative impact on productivity and overall organizational performance. Therefore, a high percentage of LTO rates in companies can cause instability in company performance, such as the emergence of difficulties for employees who have to handle additional tasks, multiple workloads, and long recruitment of labor.

Turnover intention or employee intention to leave the company can also be triggered by the leadership style applied in the work environment. Fitriani et al. (2024) state that leadership style in the business world has a significant influence on the smooth operation of the company, because a leader plays a strategic role in directing the organization towards achieving the vision, mission, and goals that have been set. One of the leadership styles applied by CV. Premium Indonesia is transactional leadership, where the relationship between superiors and subordinates is based on a system of rewards and punishments and the nature of leaders who tend to be subjective.

This style focuses attention and monitoring of employee behavior as part of a strategy to provide direction and guidance to achieve company profits (Changar & Atan, 2021; Rahmadani et al., 2023). Based on the results of the interview, it is known that the leadership style applied by the company tends to be transactional. The leader assigns tasks with the expectation that the task is completed according to the target, if fulfilled the employee will receive an award in the form of a bonus or incentive. However, if the target is not met, there will be management sanctions. In addition, leaders also emphasize achieving targets through control and supervision, so that employees work according to the instructions and standards set by the company (Sineleyan & Kristianto, 2021).

Despite this, many employees still demonstrate high organizational commitment by working hard to meet the targets given, even to the point of sacrificing personal time, doing overtime, or finding other more efficient ways to maintain their work performance in the eyes of their superiors. This form of commitment reflects employee loyalty and responsibility to the company, but if it is not supported by balanced rewards and support from leaders, then in the long run this can actually increase the intention to resign (Pago et al., 2025). In addition, employees who are often late or absent from work can cause an uneven distribution of tasks, where other employees have to carry out multiple responsibilities to meet targets. This situation creates discomfort in the work environment and has the potential to decrease overall performance.

CV. Premium Indonesia has attendance data for 2024, which shows the number of tardiness and leave/permission/sickness with significant fluctuations. These fluctuations can be indicated as a reflection of the level of employee commitment to the company. Based on the results of interviews, employees who are less committed usually show behaviors such as frequent absences or arriving late, so that these behaviors are considered as early signs that reflect employee disengagement with the company. While highly committed employees tend to be more disciplined and engaged in their work, thus reducing the likelihood of tardiness and absenteeism (Lengkong et al., 2023).

This is in line with Anggraini & Swasti (2024), turnover intention theory states that employees who have a high commitment to the organization tend to improve their organizational performance and loyalty. Conversely, employees with low commitment do not feel attached to the organization, so they are more likely to be frequently absent, arrive late, and resign. Organizational commitment is also proven to fully mediate the effect of transactional leadership on turnover intention. Research by Akbar (2020) shows that transactional leadership can reduce employee exit intentions if accompanied by a high level of organizational commitment, so commitment is key in strengthening the effectiveness of this leadership style.

Based on the phenomenon found in CV. Premium Indonesia where transactional leadership is not optimal with organizational commitment that tends to be low, the author is interested in seeing the influence of these two variables on turnover intention. Seeing these dynamics, it is important to test and analyze the effect of transactional leadership on turnover intention and to test and analyze the effect of organizational commitment and role on turnover intention in frontliners CV. Premium Indonesia. The results of this study are expected to be the basis for policy making in HR management in order to reduce employee exit intentions and increase workforce stability.

2. Preliminaries or Related Work or Literature Review

Research on the effect of transactional leadership and organizational commitment on *turnover intention* has been conducted previously, but each has a variety of contexts, methods, and results. This literature review aims to summarize and evaluate these findings objectively and clarify the research position in building a strong and relevant conceptual model.

Transactional Leadership

Transactional leadership is a leadership approach that involves an exchange process between leaders and subordinates that is oriented towards the benefits of both parties. In this process, subordinates receive rewards as a form of appreciation for their efforts, while leaders help subordinates understand the tasks that need to be done to achieve the expected results, such as improving output quality, increasing sales or services provided by employees, and reducing production costs (Purwanto et al., 2020). Transactional leadership style occurs when a leader delegates tasks to organizational members by using a system of rewards and punishments within a transactional framework (Changar & Atan, 2021). In this leadership, the leader provides clear directions regarding the tasks and responsibilities that subordinates must perform to achieve organizational goals.

Organizational Commitment

According to Ainurriyah & Santoso (2024) commitment is a condition for employees to involve themselves in an organization, organizational goals, and the desire to participate in a particular group. Employees who have high commitment tend to try to be actively involved in various activities to advance the company and choose to stay and continue their membership as a form of their commitment. Organizational commitment according to Raharjo et al. (2023) is a form of employee participation in the organization that reflects how much belief and attachment employees have to the organization. According to Aboobaker et al. (2020) organizational commitment is multidimensional and includes employee loyalty to the organization, which reflects their attitudes and behavior. Thus, organizational commitment is not just simple behavior, but includes aspects, behavior, and deep loyalty to the company.

Turnover Intention

Turnover intention refers to a person's desire to leave the organization and look for other job opportunities. According to Pratiwi (2022), turnover intention refers to the tendency or level at which an employee may leave the company, either voluntarily or involuntarily, caused by the lack of attractiveness of the current job and the existence of other available job options. Employees who leave the company voluntarily can be divided into two categories: avoidable voluntary turnover and unavoidable voluntary turnover. This desire can lead to a real situation faced by the organization, namely the increasing number of employees who decide to leave the company or organization (Praditya & Irbayuni, 2022). This happens because the desire to leave arises from the individual employee himself, not from the wishes or policies of the organization or company. turnover intention is the tendency or desire of individuals to leave the organization and look for other job

opportunities, which can be caused by dissatisfaction with the current job or the existence of more attractive job alternatives.

The Influence of Transaksional Leadership on Turnover Intention

The relationship between transactional leadership and turnover intention shows a significant influence in reducing employee intention to leave the company. based on research conducted by Akbar (2020); Saefuddin & Adawiyah (2025) found that transactional leadership style has a negative and significant effect on turnover intention, which means that the more effective the application of transactional leadership, the lower the employee's desire to leave the company.

H1 : It is suspected that transactional leadership has a negative effect on turnover intention frontliners in CV. Premium Indonesia.

The Effect of Organizational Commitment on Turnover Intention

Anggraini & Swasti (2024) also explained that organizational commitment has a significant negative effect on *turnover intention*. This means that the higher the level of employee attachment and loyalty to the company, the lower the employee's desire to leave the company. In this case, organizational commitment reflects the extent to which employees feel they have responsibility, trust, and emotional attachment to the sustainability of the company.

H2 : It is suspected that organizational commitment has a negative effect on turnover intention frontliners in CV. Premium Indonesia.

Organizational Commitment Mediates the Effect of Transactional Leadership on Turnover Intention

Saefuddin & Adawiyah (2025) explained that transactional leadership is able to create role clarity and systematic structure in the organization, thus having a positive impact on organizational commitment. On the other hand, Jariyah & Swasti (2022) stated that employees who have a high commitment to the organization tend to show loyalty and a low desire to leave the company. In this case, organizational commitment acts as a mediator that bridges the influence of leadership on employee exit intentions. Research by Akbar (2020) also shows that the relationship between leadership style and turnover intention becomes stronger when mediated by organizational commitment. This means that well-implemented transactional leadership can increase employees' loyalty and attachment to the organization, thus reducing their desire to leave the company.

H3: It is suspected that organizational commitment mediates the effect of transactional leadership on turnover intention frontliners in CV. Premium Indonesia.

3. Proposed Method

This study uses a quantitative approach with an explanatory type of research that aims to determine the effect of transactional leadership and organizational commitment on *turnover intention* in CV *frontliners*. Premium Indonesia. Specifications This research is included in a

causal study that aims to test the relationship between variables through statistical analysis. Primary data was obtained through distributing questionnaires with a Likert scale to 56 respondents selected using purposive sampling technique, based on age criteria between 19-23 years and status as active *frontliners*. The data collection technique was carried out through a survey using a questionnaire instrument that had been tested for validity and reliability. The data analysis method used is *Structural Equation Modeling* (SEM) with the *Partial Least Square* (PLS) approach using SmartPLS version 3 software, which includes testing the outer model, inner model, and hypothesis testing. This analysis was chosen because it is able to test latent relationships between variables while accommodating relatively small sample sizes. Hypothesis testing is done through *bootstrapping* with the criteria of significance T statistic > 1.96 and p-value < 0.05 . In addition, outer model (convergent validity, discriminant, and reliability) and *inner* model (coefficient of determination R^2) tests were conducted to ensure the accuracy of the research model.

4. Results and Discussion

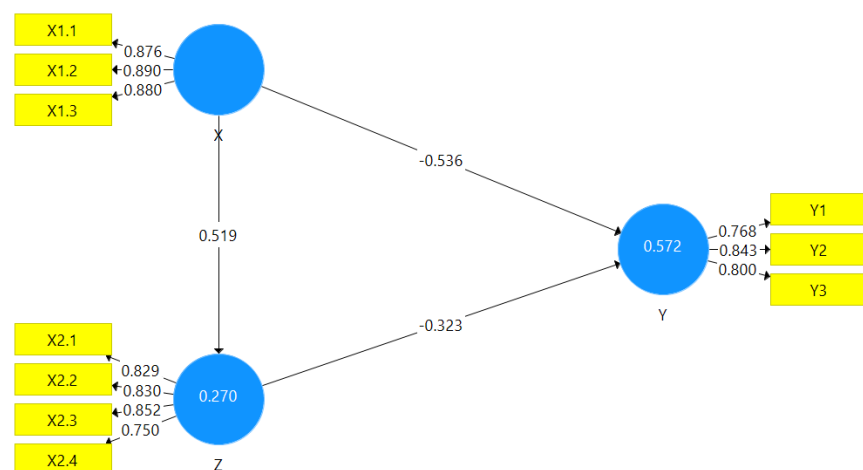


Figure 1. Outer Model

In the model image above, the path coefficient value is shown by the arrow line relationship of exogenous and endogenous variables. In addition, the outer loading value for each variable indicator is also contained in the arrow line connecting the variable with its indicator. In the circle that represents the endogenous variable, there is also an R-square value. As a result, all indicators in this study successfully meet the requirements of convergent validity, the results indicate that the indicators accurately represent the constructs to be measured, meeting the necessary statistical criteria. . Validity is considered sufficient when the value exceeds 0.5 or when the T statistic exceeds 1.96 (Z value at $\alpha = 0.05$). Factor loading values above 0.5 indicate validity, while T statistics higher than 1.96 confirm significance.

Convergent Validity

Based on the measurement results, each indicator on the latent variable shows a high *loading* value, indicating good convergent validity. In the Transactional Leadership (X) variable, the X2 indicator, namely active exception management, has the highest factor loading of 0.890, indicating that this indicator most strongly represents transactional leadership. Meanwhile, in the Organizational Commitment (Z) variable, the Z3 indicator, namely the implementation of organizational values, has the highest value of 0.852, indicating that employees' emotional or affective attachment is the dominant aspect of organizational commitment. For the Turnover Intention (Y) variable, the Y2 indicator shows the highest *loading* of 0.843, which indicates that employees' strong desire to leave the company is strongly reflected in the indicator looking for alternative jobs. Thus, this value indicates that these indicators strongly and consistently represent their respective constructs.

Discriminant Validity

In testing discriminant validity using the cross loading value, it can be seen that each indicator has the highest loading value on the construct they are supposed to measure compared to other constructs. Indicator X1.2 has the highest loading on Transactional Leadership (X1) of 0.899, much higher than its loading on Organizational Commitment (X2) and Turnover Intention (Y). Likewise, the X2.2 indicator has the highest value on Organizational Commitment (X2) of 0.810, and the highest Y2 on the Turnover Intention (Y) construct of 0.844. This shows that each indicator is able to clearly distinguish the measured construct from other constructs. This value also shows that the factor loading indicator value of each variable is greater than 0.5, which means that all indicators meet the criteria so that it can be said that all variable indicators in this study meet convergent validity. Thus, it can be concluded that the instruments in this study meet the criteria for discriminant validity, which means that each construct is unique and there is no overlap in measurements between constructs.

Average Variance Extracted (AVE)

The next measurement model uses the *Average Variance Extracted* (AVE) value, which illustrates how much variance the indicators have in the latent variable. If the AVE value exceeds 0.5, this indicates that the latent variable has sufficient validity. The results show that the AVE test results for the transactional leadership variable are 0.778, organizational commitment is 0.646, and *turnover intention* is 0.666, the three variables show a value greater than 0.5, which means that overall the variables in this study can be said to have good validity.

Composite Reliability

Construct reliability in a model can be measured through the *composite reliability* value, which shows the level of consistency and stability of indicators in measuring latent variables. A construct is declared to have good reliability if the composite reliability value

is more than 0.7. This means that the indicators used are really able to measure the construct consistently. The high *composite reliability* value reflects that the indicators work uniformly and reliably in representing the latent variable being studied. The results of the *composite reliability* test show that the transactional leadership variable is 0.913, organizational commitment is 0.869, *turnover intention* is 0.846 the three variables show a *composite reliability* value greater than 0.7 so that, it can be said that all the variables of this study are reliable.

Latent Variable Correlation

The relationship between variables or constructs is analyzed to see whether there is a significant correlation. This correlation can arise between exogenous and endogenous variables, as well as between exogenous variables, as shown in the previous table. Each of these relationships has a correlation value with a maximum range of up to 1. The closer to 1, the stronger the relationship between the variables and the higher the interrelationship. Therefore, understanding this correlation pattern is very important, because it is the basis for assessing the strength and direction of the relationship between constructs being analyzed in the PLS model, and plays a major role in the process of interpreting the overall research results. above, the average correlation value between one variable and another shows an average correlation value above 0.5. The highest correlation value is between the transactional leadership variable and *turnover intention* of -0.704, the relationship between the transactional leadership variable and *turnover intention* shows a stronger relationship than the relationship between the organizational commitment variable and *turnover intention*, it can also be interpreted that in this research model the high and low *turnover intention* is more influenced by the transactional leadership variable compared to organizational commitment.

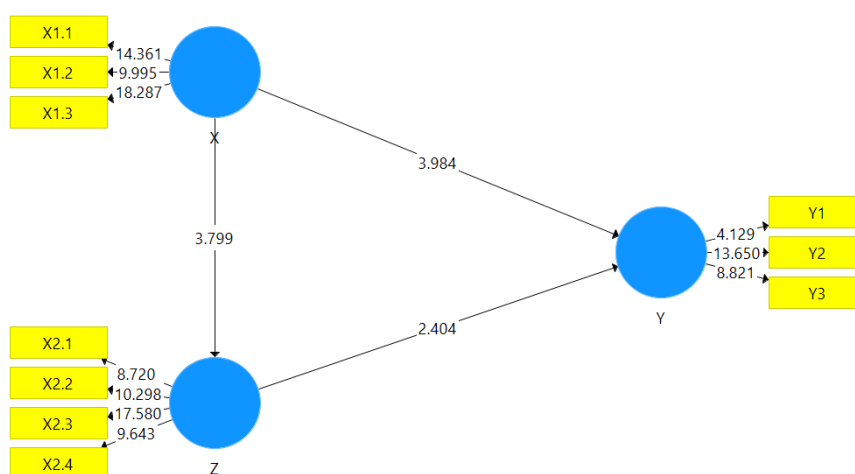


Figure 2. Inner Model

R-Square

The R^2 value or coefficient of determination is used to show how much the contribution of exogenous (independent) variables in explaining endogenous (dependent)

variables in a model. The R^2 value is in the range between 0 and 1. If the value is close to 0, it means that the independent variable is only able to explain a small part of the variation in the dependent variable, so its influence is relatively weak. Conversely, if the R^2 value is close to 1, this indicates that the independent variable is able to explain almost all of the variation in the dependent variable. In other words, the higher the R^2 value, the better the model's ability to predict and explain the relationship between these variables. Based on the research results, it can be seen that the resulting R-Square value is 0.572, indicating that the model can explain the phenomenon or problem of the dependent variable turnover intention which is influenced by the independent variables of transactional leadership and organizational commitment by 57.2%. While the remaining 42.8% is explained by other variables outside this study.

Hypothesis Test

The test results of the PLS analysis can be seen from the P Values table which shows the results below 0.05 and the conclusions are obtained with the following hypotheses:

- a. Transactional leadership has a negative effect on turnover intention can be accepted, with a P-Values value of 0.000 less than the value of $\alpha = 0.05$ (5%). The Path Coefficients value is -0.570 and the T Statistics value is $3.867 > 1.96$ which shows a negative value or relationship. So that the hypothesis is accepted or significant (negative).
- b. Organizational commitment has a negative effect on turnover intention can be accepted, with a P value of 0.022 smaller than the value of $\alpha = 0.05$ (5%). The Path Coefficients value is -0.264 and the T Statistics value is $2.018 > 1.96$ which shows a negative value or relationship. So that the hypothesis is accepted or significant (negative).
- c. Organizational commitment is able to mediate the effect of organizational commitment can be accepted, with a P Values value of 0.020 smaller than the value of $\alpha = 0.05$ (5%). The Path Coefficients value is -0.168 and the T Statistics value is $2.063 > 1.96$ which shows a negative value or relationship. So that the hypothesis is accepted or significant (negative).

5. Comparison

The Effect of Transactional Leadership on Turnover Intention

Based on the results of the analysis, it is found that transactional leadership contributes to the intention of frontliners to leave their jobs (turnover intention). This finding shows that the higher the application of transactional leadership style by superiors, the lower the tendency of employees to intend to leave their jobs. The transactional leadership style is characterized by rewarding performance achievement, applying sanctions or non-conformity or violations,

and clarity in the division of tasks and roles has proven to be able to create a structured and stable work environment. One tangible form of this style is active exception management, where supervisors provide corrections and evaluations of performance even before tasks are completed, to ensure work is done according to established standards and procedures. This approach not only prevents errors that have an impact on work results, but also provides clarity of direction and expectations for employees, so as to strengthen a sense of security and certainty at work. This finding is in line with Akbar's research (2020); Saefuddin & Adawiyah (2025), which shows that transactional leadership style has a negative influence on turnover intention. This means that properly implemented transactional leadership can actually reduce employees' desire to leave. Research also confirms that transactional leadership style plays an important role in building organizational commitment. Employees who feel cared for through rewards and clarity in tasks will be more emotionally attached to the company.

Effect of Organizational Commitment on Turnover Intention

Based on the results of the analysis, it is found that organizational commitment contributes to turnover intention in CV frontliners. Premium Indonesia. This study shows that the higher the level of organizational commitment felt by employees, the lower their intention to leave work or leave the company. This finding confirms that organizational commitment has an important role in retaining employees, especially in the scope of work of frontliners who tend to deal directly with customers and have high work pressure. One form of organizational commitment is the emergence of a desire to try hard at work, where employees feel comfortable in the work environment and are motivated to continue to improve performance and achieve better achievements. When employees feel that the company pays attention to welfare, rewards achievements, and creates a supportive work atmosphere, the intrinsic drive to survive and contribute will be stronger. These results are reinforced by research conducted by Jariyah & Swasti (2022); Anggraini & Swasti (2024), which shows that organizational commitment has a negative and significant effect on turnover intention. The study shows that the higher the organizational commitment, the lower the turnover intention felt by employees. This study is relevant to compare the context of a medium-scale organization with relatively similar work characteristics to CV. Premium Indonesia, which is in the retail and service sector.

Organizational Commitment Mediates The Effect Of Transactional Leadership On Turnover Intention

This study found that organizational commitment has an important role in bridging the influence of transactional leadership on employees' desire to leave the company (turnover intention). That is, although transactional leadership styles tend to be task and reward, the impact on employees' intention to stay or leave depends on how much they feel attached to the company. When employees feel highly committed to the organization, the negative effects of transactional leadership can be suppressed. This finding strengthens the results of Akbar's

research (2020) which states that organizational commitment fully mediates the relationship between transactional leadership and turnover intention. This means that transactional leadership can encourage employee loyalty if accompanied by a sense of attachment and acceptance of organizational values. Without commitment from employees, this leadership style tends not to be strong enough to retain employees in the long term.

6. Conclusions

This study concludes that transactional leadership style can reduce employees' desire to leave the company, especially if it is applied consistently through rewarding, enforcing rules, and clarity in the division of tasks. Employees feel more secure, purposeful, and valued, which encourages them to stay. In addition, organizational commitment has also been shown to play an important role in retaining employees. When employees feel emotionally attached to the company, comfortable with the work culture, and in line with the organization's values, they tend to be more loyal and do not easily think of looking for work elsewhere. This commitment is also an important bridge in strengthening the influence of transactional leadership, because without a sense of attachment, task and reward leadership is not necessarily strong enough to hold employees to stay. Based on these conclusions, the suggestions for companies from this study are to strengthen leadership training programs for supervisors with a focus on *monitoring* skills, providing constructive feedback, and effective communication as well as developing performance reward programs, self-development training, and two-way communication between supervisors and employees. Future research is recommended to add mediating or moderating variables, such as job satisfaction, work motivation, or affective commitment, to gain a deeper understanding of the mechanism of the relationship between transactional leadership and organizational commitment to *turnover intention*. The addition of these variables can help explain whether the relationship formed is direct or influenced by other factors that might strengthen or weaken the influence between the main variables.

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