



# Examining the Influence of Transformational Leadership and Job Satisfaction to Reduce Turnover Intention with Organizational Commitment as a Mediator

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## *Authors' contributions*

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

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## **ABSTRACT**

**Aims:** This study examines the role of transformational leadership and job satisfaction in reducing turnover intention in the hospitality sector, including the mediating factor of organizational commitment on employees at the 4-star hotels in Purwokerto.

**Study Design:** This research uses a quantitative approach with questionnaire data collection methods.

**Place and Duration of Study:** This research was conducted on employees at the 4-star hotels in Purwokerto, totaling 176 respondents from 276 employees between September 2023 - October 2023.

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**Methodology:** The retrieval technique used is quota sampling which is done by setting quotas based on the proportion of each hotel. This research was conducted using Partial Least Square analysis. The results of this analysis calculate the percentage of the results of the demographic conditions of all employee respondents at the 4-star hotels so that the calculations are even. As a result, the sampling collected 176 respondents, including 123 male and 53 female employees, with a predominance of ages 20 - 25 years.

**Results:** Using a significant level of 5%, the results of the analytical calculations prove that Transformational Leadership, Job Satisfaction and Organizational Commitment have a negative but insignificant effect on Turnover Intention. Transformational Leadership and Job Satisfaction positively and significantly affect Organizational Commitment. The mediation results show that Organizational Commitment cannot mediate the relationship between Transformational Leadership and job satisfaction on turnover intention.

**Conclusion:** The results of this study show that leaders who implement transformational leadership practices and satisfied employees can increase organizational commitment, but it cannot significantly reduce turnover intention.

*Keywords: Job satisfaction; organizational commitment; transformational leadership; turnover intention.*

## 1. INTRODUCTION

The hospitality industry is closely related to the services [1]. The hospitality sector is different from other industrial sectors, making it challenging to replace human resources with technology and other resources [2]. Employees working in the hospitality industry must provide good service with a welcoming and friendly environment to attract customers, guests, and travelers [1]. Hospitality providers must be well motivated to ensure the delivery of high levels of service and outperform their competitors [3]. The hospitality industry is a service industry heavily driven by human resources and thus needs to be supported by sustainable human resource management practices [4].

Based on Data and Information from Banyumas Regency, in 2022, there are 218 hotels in Banyumas Regency, including 17 star hotels and 201 non-star hotels. Of the 218 hotels, 113 are in Baturraden District, 37 are in East Purwokerto, and 24 are in South Purwokerto. Research on turnover intention has never been done on 4-star hotel employees in Purwokerto. This study was conducted to determine the factors influencing turnover intention in 4-star hotel employees in Purwokerto.

High turnover rates have a negative impact because they can lead to poor financial performance and the loss of talented employees who provide services [5]. Frequent employee turnover can result in organizational instability and low performance [6]. Keeping in mind the negative impact of turnover intention,

organizations should look for ways to address this issue [7] to develop appropriate measures and prevent direct or indirect losses [8].

Previous research addressed employee retention issues in various industries [6]. Despite the many factors that influence employee turnover intention, there are two main factors for most employees, namely job satisfaction and organizational commitment [9]. Employees will want to stay with the company if they are happy with it, feel that their personal and organizational goals are aligned, and think there are enough opportunities for professional growth, suitable mentoring, and a suitable compensation structure [10]. Organizational commitment is considered an extension of job satisfaction that relates to an employee's positive approach towards their job and the organization, characterized by the employee's attachment to the organization and the tendency to sacrifice for the organization [11].

In addition to these two factors, previous research has also found the influence of transformational leadership on employee turnover intention [6], [12], [13]. Research [6], [12], [13] shows that transformational has a negative effect on turnover intention. Transformational leaders motivate, support, and inspire employees [13] and increase organizational commitment [14]. When managers or leaders can apply a transformational leadership style, it will increase employee loyalty and respect for leaders and subordinates will feel motivated to do more work than expected [7]. When leaders make employees feel at ease,

employees are more inclined to stick with the organization; on the other hand, when leaders cause people pain, employees are more likely to want to quit [15].

Based on the formulation of the problems discussed earlier, this study investigate the relationship between transformational leadership and job satisfaction on turnover intention, including the mediating factor of organizational commitment. The relationship between these four variables has been studied by [6] on call center agents in metro Manila. This research replicates research belonging to [6], and the difference is on the object under study. Previous research was conducted on Call Center Agents in Manila, while this research was conducted in the hospitality industry, specifically on 4-star hotel employees in Purwokerto.

### 1.1 Social Exchange Theory

Social Exchange Theory, according to Homans [16] is the exchange of tangible or intangible activities between at least two parties that are beneficial or less beneficial and involve a cost. The principle of social exchange is reciprocity, where the favorable treatment one party receives obliges that party to provide favorable treatment in return [17], [18]. This means that someone who benefits from someone else, feels obligated to repay that person through positive behavior and devotion [19].

Social Exchange Theory is driven by self-interest while adopting individual social rationality [20]. Individuals will first evaluate the possible rewards generated through interactions with others, if neither of the two parties can obtain rewards that satisfy each of them, then social exchange will not occur [20]. Social Exchange Theory describes the nature of exchange relationships among employees and their ultimate impact on their attitudes and behaviors [21]. Employees feel responsible for paying back their employers if they provide a conducive work environment by increasing loyalty, commitment and stay for a long time. [19]. Employees who are satisfied with the employee organization relationship will have positive feelings about staying with the organization [10]. In addition, transformational leaders are seen as role models in organizations and can improve employee retention [19].

### 1.2 Transformational Leadership and Turnover Intention

One of the leadership styles that is developing in organizations, both from a social and

organizational effectiveness point of view is transformational leadership [22]. Transformational leaders provide constructive feedback to their subordinates and can influence their followers to sacrifice their interests for the betterment of the entire group [23], [24]. Transformational leaders create a vision that matches the goals of their followers and build a special bond with them by using their charisma [25]. Over the past decade, the hospitality industry has received attention from leadership experts, creating a wealth of literature showing that transformational leadership has many benefits for the hospitality industry [22], [26].

Transformational leadership has been found to positively impact many important outcomes [27], including employee turnover intention [28]. Turnover Intention is the tendency or level of attitude where an employee can leave the organization or resign voluntarily [29]. When managers or leaders can apply a transformational leadership style, it will increase employee loyalty and respect for leaders and subordinates will feel motivated to do more work than expected [30]. Employees who perceive their transformational leaders as exemplary, ethical, empowering, and concerned for their well-being are more likely to exhibit high levels of engagement, thereby reducing their intention to leave the organization [31]. However, if employees are unhappy with their leaders' behavior and do not trust them, it is likely to increase their desire to leave the organization [31].

Research [12] conducted on nurses in Jordanian hospitals shows that transformational leadership has a negative effect on turnover intention. Other research conducted by [6], [13], [30], [32] in different sectors also found a negative effect of transformational leadership on turnover intention. Different research results were found by [33], [34] which showed that transformational leadership has a negative but insignificant effect on turnover intention. Most studies show that transformational leadership has a negative and significant effect on turnover intention.

H1: Transformational leadership has a negative and significant effect on turnover intention

### 1.3 Job Satisfaction and Turnover Intention

A company or organization cannot prosper or grow without employees [8], so job satisfaction

and turnover intention are important to study [10]. Robbins & Judge [35] state that job satisfaction is a positive feeling toward work that results from evaluating its characteristics. Job satisfaction refers to an employee's attitude regarding how much they like or despise their current job [36] (Naiemah et al., 2021). Employee job satisfaction will rise with a pleasant work environment, a humane management structure, competitive pay and benefits, and opportunities for professional growth [37].

Employees will feel satisfied if their needs and wants are fulfilled [38]. Employees with a high level of job satisfaction will show a high concern for the organization, which makes them desire to stay there [39]. Meanwhile, low job satisfaction can shock employees, resulting in reduced organizational attachment so that employees will evaluate the current work situation by looking for alternative jobs [28]. Considering this, it can be said that lower job satisfaction leads to higher levels of turnover intention [36].

Previous research was conducted in several industries to determine the effect of job satisfaction on turnover intention. Research conducted [40] on travel agencies in Alexandria shows that job satisfaction significantly has a negative effect on turnover intention. Other research that supports [40] was conducted by [6], [36], which found a negative effect of job satisfaction on turnover intention. A different effect was found in research [41], [42] job satisfaction has a negative but insignificant effect on turnover intention. Most studies show that job satisfaction has a negative and significant effect on turnover intention.

H2: Job satisfaction has a negative and significant effect on turnover intention

#### **1.4 Transformational Leadership and Organizational Commitment**

Leadership is described as the ability to inspire, promote, and enable employees to participate in the success and competence of the company [43]. Transformational leadership is a style of leadership that inspires employees to believe in a leader's vision in order to achieve high levels of performance characterized by the leader's ability to understand the organization's culture, adapt it to a new vision, and change followers' values and self-concepts, which requires an active emotional connection [44]. Transformational leadership is living proof of the ideal leadership

style needed by organizations and audiences [25].

The concept of organizational commitment shows the level of devotion, attachment, and dedication that an employee has to his organization [45]. Organizational commitment is generally defined as a person's relatively strong identification and involvement in an organization [46]. Transformational leadership can increase organizational commitment and employee trust [43]. This can happen because a leader who applies transformational leadership considers each person individually in the workplace, improves the behavior of his followers needed to carry out the tasks assigned to him, provides sufficient support, and helps them achieve their goals [45].

Leaders who implement transformational leadership practices can build employees' organizational commitment into a common vision [14], [47]. Research [14] on teachers in 14 high schools in Addis Ababa city found that transformational leadership has a positive effect on organizational commitment in an affective, normative, and sustainable manner. Other research conducted by [32], [48] supports that transformational leadership can increase employee organizational commitment. A different study conducted by [46] shows that transformational leadership does not increase organizational commitment. Most studies show that transformational leadership has a positive and significant effect on organizational commitment.

H3: Transformational leadership has a positive and significant effect on organizational commitment

#### **1.5 Job Satisfaction and Organizational Commitment**

Job satisfaction is a variable that tends to produce positive outcomes and feelings in the workplace [49]. Locke [50], said that satisfaction and dissatisfaction are the result of a person's perception between what is expected and what is felt. Tett & Meyer [51], Job satisfaction is understood as a person's affective attachment to work seen either as a whole or relating to certain aspects. The goal of job satisfaction is to inspire individuals within an organization to take actions that will help them perform well and be productive at work [40].

Commitment towards the organization has a vital role in the organization because it can increase employee motivation to work, improve service quality, and customer happiness. [52]. Organizational commitment is an attitude in which employees reflect their feelings of like or dislike for the organization [35]. Organizational commitment is essential to attracting and keeping talented employees since only satisfied, devoted employees will stay with the company and put in significant effort to meet objectives [53].

Research conducted by [52] on the telecommunications industry in Saudi Arabia found that job satisfaction is a potential instrument for increasing organizational commitment. Other research by [11], [40], [46] also shows that job satisfaction has a positive and significant effect on organizational commitment. Different results were found by [39], [54], which showed that job satisfaction has no significant effect on organizational commitment. Most studies show that job satisfaction has a positive and significant effect on organizational commitment.

H4: Job satisfaction has a positive and significant effect on organizational commitment

## 1.6 Organizational Commitment and Turnover Intention

The concept of organizational commitment was first defined as a strong belief and acceptance of the organization's goals and values, a willingness to dedicate extra effort, and a strong desire to maintain membership in the organization [7], [55]. Employee's desire to stay with their organization, willingness to put in a high degree of effort on their behalf, and complete acceptance of the organization's values and objectives are all considered forms of organizational commitment [36]. Organizational commitment has three forms, namely affective commitment, normative commitment, and continuance commitment [56].

Tett & Meyer [51] define turnover intention as a conscious and deliberate desire to leave the organization. Commitment is regarded as one of the most prominent components predicting employee turnover [8]. Commitment is closely related to employee loyalty to the organization [52]. loyalty to the organization is characterized as a person's general emotion towards the

company where they work [57]. Employees with strong affective commitment will stay at their jobs because of their desires, employees with high continuance commitment will stay at their jobs out of necessity, while employees with strong normative commitment stay at their jobs because they feel obligated [58].

Employees with high commitment will stay with the organization because they know the organization and are bound to become members [59]. Employees who have low commitment to the organization do not have a particular interest in organizational goals and tend to have a desire to leave the organization [36]. Research conducted [32] on junior programmers found that organizational commitment has a negative and significant effect. The results of this study are supported by research conducted [7], [42], [60], which found that organizational commitment has a negative effect on turnover intention. Different research results were found by [61], who found no significant effect of organizational commitment on turnover intention. Most studies show that organizational commitment has a negative and significant effect on turnover intention.

H5: Organizational commitment has a negative and significant effect on turnover intention

## 1.7 The Mediating Role of Organizational Commitment in The Effect of Transformational Leadership on Turnover Intention

Organizational commitment refers to work attitude as a tendency experienced by an employee towards an organization and its goals and his desire to stay in the organization [45]. Given the correlations between employee commitment and lower absenteeism, higher knowledge sharing, better corporate citizenship, enhanced acceptance of organizational change, and lower turnover, employee commitment is a concern for all firms [44].

Transformational leadership is needed by companies to increase the sense of organizational commitment of their workers [45]. In order to improve organizational performance and accomplish organizational goals, transformational leadership builds better decision-makers among subordinates by putting their needs first, inspiring, empowering, and assisting them in realizing the worth of their work

[43]. Leaders who apply transformational leadership provide continuous feedback to employees by considering input from employees, so that a solid and strong team is established which affects the increase in employee organizational commitment [45]. Through transformational leaders, employees will develop a sense of attachment to their organization, which minimizes their turnover intention [6].

[6] conducted a study of call center agents in Metro Manila and found that organizational commitment mediates the effect of transformational leadership on turnover intention. This mediating effect is supported by research conducted [32] on junior-level programmers, which shows that organizational commitment fully mediates the effect of transformational leadership on turnover intention. Another research by [62] found that organizational commitment cannot mediate the effect of transformational leadership on turnover intention. Most studies show that organizational commitment mediates the effect of transformational leadership on turnover intention.

H6: Organizational commitment mediates the effect of transformational leadership on turnover intention

### 1.8 The Mediating Role of Organizational Commitment in The Effect of Job Satisfaction on Turnover Intention

Job satisfaction is the level of satisfaction that employees have with their jobs [52]. Employees'

job satisfaction will affect their organizational commitment whether employees consider other job alternatives or decide to continue working at the company [60]. Job satisfaction can increase organizational commitment [52]. Employees with high organizational commitment do not easily leave the company [42].

Research has been conducted to determine the role of organizational commitment in mediating the relationship between job satisfaction and turnover intention. Research conducted [6] on call center agents in Manila shows a full mediating effect of organizational commitment in the effect of job satisfaction on turnover intention. This research is supported by [60] who researched recreational park employees and found that organizational commitment mediates the effect of job satisfaction and turnover intention. Research by [60] shows that employee job satisfaction will affect organizational commitment, whether employees consider other job alternatives or decide to continue working for the company. Other research on the mediating effect of organizational commitment in the relationship between job satisfaction and transformational leadership was also conducted by [54] which shows that organizational commitment cannot mediate the effect of job satisfaction and turnover intention. Most studies show that organizational commitment mediates the effect of job satisfaction on turnover intention.

H7: Organizational commitment mediates the effect of job satisfaction on turnover intention

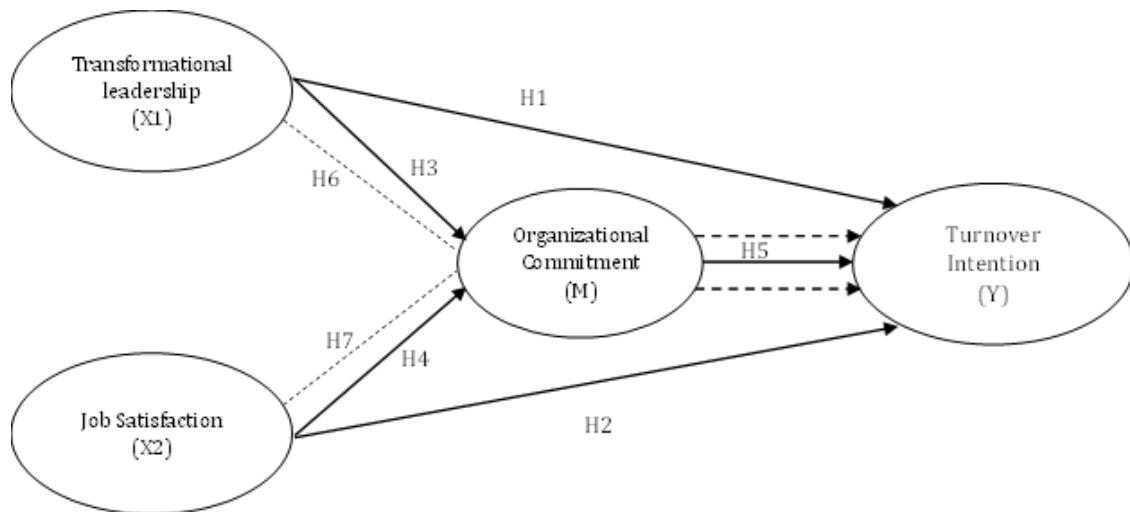


Fig. 1. Conceptual model

## 2. MATERIALS AND METHODS

This research was conducted using a quantitative approach. Data collection techniques in this study use survey methods with questionnaires distributed indirectly through HRD. This research was conducted on employees at 4-star hotels in Purwokerto. There are three 4-star hotels in Purwokerto, namely Hotel A, B, and C. Unique identification is used to maintain hotel confidentiality. The population in this study was 276 employees with a sample of 176 calculated using the Slovin formula with a 5% margin of error. The retrieval technique used is proportional quota sampling [63] by setting quotas based on the proportion of each hotel. This research uses the Structured Equation Modeling (SEM) application based on Partial Least Square (PLS). The reason for using Structured Equation Modeling (SEM) based on Partial Least Square (PLS) is because this study aims to explain latent variables from their influence and mediation effects.

The sociodemographic and occupational profiles of the respondents reported by the researcher include hotel of work, department, gender, age, employee status, last education, and length of service. This study uses a five-point Likert scale measurement ranging from (1) strongly disagree to (5) strongly agree. Transformational leadership is measured using six statement items [64] adapted from six indicators [65], which include Identifying and Articulating a vision, Providing an Appropriate Model, Fostering the Acceptance of Group Goals, High Performance Expectations, Intellectual Stimulation. Job Satisfaction is measured using 12 statement items developed by [66] adapted from five indicators [67] namely work, wages/salaries, promotions, supervision, and coworkers. Organizational Commitment is measured by nine statement items [68]. Furthermore, six turnover intention items [66] were adapted by [69].

## 3. RESULTS AND DISCUSSION

Respondents of this study were 176 employees from three 4-star hotels in Purwokerto. The distribution of respondents in each hotel was carried out evenly according to the quota sampling method. The gender of respondents is dominated by men. The age of respondents is dominated by employees aged 20-25 years who are in the F&B Service and Front Office departments. The education level of respondents is dominated by high school / equivalent in

supporting departments such as F&B Service, Housekeeping, and Engineering. The length of work of most respondents is 1-3 years in the F&B Service department.

### 3.1 Structural Model Analysis

The results of the PLS analysis in Fig. 2. show an R2 value of .167 which indicates that the turnover intention variable is influenced by transformational leadership, job satisfaction, and organizational commitment by 16.7%. While, the value of R2 Organizational Commitment is .730 which indicates that the organizational commitment variable is influenced by transformational leadership and job satisfaction by 73%.

### 3.2 Convergent Validity

Table 2 shows the loading factor value of each statement item is at a value of > 0.50. Loading factor with a value of > 0.50 indicates that the statement item is valid [70], [71]. All statement items have a loading factor value > 0.50, which means that all statement items are valid.

### 3.3 Reliability and Validity Test

The analysis results in Table 3 show the Cronbach's alpha and composite reliability values on the transformational leadership, job satisfaction, organizational commitment and turnover intention variables > 0.70. The AVE value of all variables > 0.50 which indicates that all variables are declared valid and reliable.

### 3.4 Hypothesis Test

#### 3.4.1 Transformational leadership to turnover intention

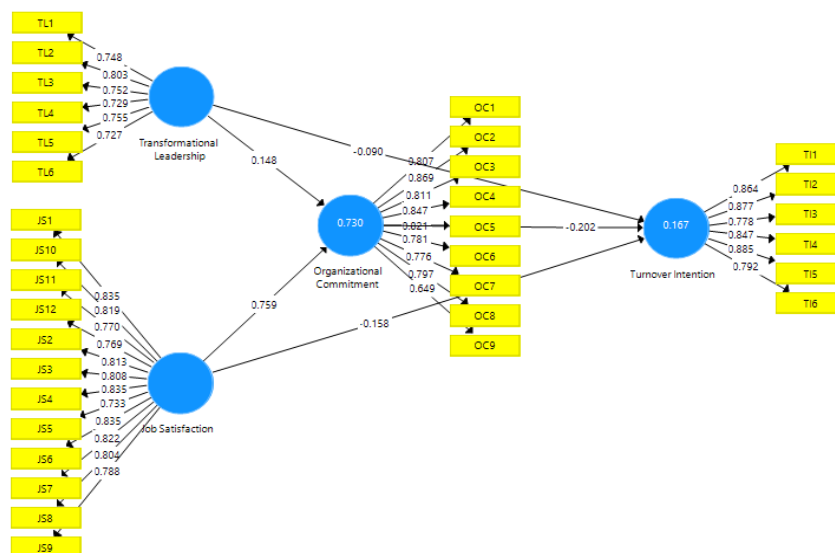
The analysis results show that transformational leadership has a negative but insignificant effect on the turnover intention of 4-star hotels in Purwokerto. This is indicated by the original sample value of - .090 and p values (.216 > .05) which proves that there is a negative direction of the effect of transformational leadership on turnover intention but not significant.

The results of this study prove that even though leaders have implemented transformational leadership practices, employees of 4-star hotels in Purwokerto still have the desire to leave the organization. On the other hand, even though transformational leadership is not applied in the

organization, employees can still survive in the organization. Transformational leadership only affects 9% of turnover intention. This shows that other factors have a greater influence on the turnover intention of 4-star hotel employees in Purwokerto.

**Table 1. Demographic of Respondents**

Identity	Group	Frequency	Percentage	
<b>Hotel</b>	Hotel A	56	31,8	
	Hotel B	93	52,8	
	Hotel C	27	15,3	
<b>Department</b>	HRD & GM	4	2,3	
	Front Office	22	12,5	
	Accounting	17	9,7	
	F&B Service	32	18,2	
	F&B Product	27	15,3	
	Engineering	20	11,4	
	Housekeeping	33	18,8	
	Sales & Marketing	11	6,3	
	Security	8	4,5	
	Purchasing	2	1,1	
	<b>Gender</b>	Male	123	69,9
		Female	53	30,1
<b>Age</b>	20 – 25	74	42,0	
	>25 – 30	37	21,0	
	>30 – 35	28	15,9	
	>35	37	21,0	
<b>Status of Employee</b>	Permanent	70	39,8	
	Contract	106	60,2	
<b>Education</b>	Junior High School	8	4,5	
	Senior High School	100	56,8	
	Associate's Degree	46	26,1	
	Bachelor	22	12,5	
<b>Experience</b>	1 - 3 Years	88	50,0	
	>3 - 6 Years	48	27,3	
	>6 Years	40	22,7	



**Fig. 2. Outer model**



**Table 2. Outer loading**

Variable		Loading Factor
<b>Turnover Intention</b>		
TI1	I once thought about quit my current job	.864
TI2	I'm thinking about changing to another job	.877
TI3	I plan to leave this job	.778
TI4	I see better job opportunities in other companies	.847
TI5	I contacted my friend to get information on job vacancies	.885
TI6	I'm trying to find another job as soon as possible	.792
<b>Organizational Commitment</b>		
OC1	I am willing to put in great deal of effort to beyond that normally expected in order to help this organization be successful	.807
OC2	I talk up this organization to my friends as a great organization to work for	.869
OC3	I would accept almost any type of job assignment in order to keep working for this organization	.811
OC4	I find that my values and the organization's values are very similar	.847
OC5	I am proud to tell others that I am part of this organization	.821
OC6	This organization really inspires the very best in me in the way of job performance	.781
OC7	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined	.776
OC8	I really care about the fate of this organization	.797
OC9	For me this is the best of all possible organizations for which to work	.649
<b>Transformational Leadership</b>		
TL1	My leader directs subordinates to be team players	.748
TL2	My leader behaves in a manner thoughtful of my personal need	.803
TL3	My leader, leads by example	.752
TL4	My leader challenges me to set high goal for my self	.729
TL5	My leader inspires others with his/her plans for the future	.755
TL6	My leader challenges me to think about old problems in new ways	.727
<b>Job Satisfaction</b>		
JS1	I feel satisfied and proud of my current job	.853
JS2	I like my current job	.813
JS3	My wages is in accordance with the type of work I do	.808
JS4	My income matches my value	.835
JS5	My wages can fulfill all my needs	.733
JS6	The company I work for provides equal opportunities to get promoted	.835
JS7	Job promotions carried out by the company can motivate employees to develop and advance	.822
JS8	My leader provides support to employees	.804
JS9	My leader provides assistance when I experience difficulties at work	.788
JS10	I feel cared for at work by my leader	.819
JS11	My partner and I help each other	.770
JS12	My partner always support me	.769

**Table 3. Construct reliability dan validity**

	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
<b>Job Satisfaction</b>	.950	.952	.956	.645
<b>Organizational Commitment</b>	.927	.931	.940	.636
<b>Transformational Leadership</b>	.848	.852	.887	.567
<b>Turnover Intention</b>	.919	.944	.936	.708

**Table 4. Hypothesis test results**

	Original Sample (O)	T Statistics ( O/STDEV)	P Values	Result
Transformational Leadership -> Turnover Intention	-.090	1.239	.216	Hypothesis Rejected
Job Satisfaction -> Turnover Intention	-.158	1.105	.270	Hypothesis Rejected
Transformational Leadership -> Organizational Commitment	.148	2.376	.018	Hypothesis Accepted
Job Satisfaction -> Organizational Commitment	.759	15.539	.000	Hypothesis Accepted
Organizational Commitment -> Turnover Intention	-.202	1.457	.146	Hypothesis Rejected

The results of this study align with research conducted [33], [34] on different objects which prove that the transformational leadership style is not in line with efforts to mitigate the level of turnover intention directly. This study has different results from research conducted by [12], [30], [32] which found a negative effect of transformational leadership on turnover intention.

**3.4.2 Job satisfaction to turnover intention**

The analysis results show that job satisfaction has a negative and insignificant effect on turnover intention. This is indicated by the original sample value of -.158 and p values (.270 > .05) which proves that job satisfaction can reduce turnover intention but not significantly. Employee perceptions of job satisfaction in 4-star hotels through work, wages/salaries, promotions, supervision, and coworkers in the organization have not been able to reduce turnover intention significantly.

Even though 4-star hotel employees are satisfied with their jobs, employees can still have the desire to leave their organization. The facilities that have been provided by the organization in order to meet employee job satisfaction need to be re-evaluated in order to reduce employees' desire to move from the organization significantly. Although the findings in this study show insignificant results, previous research and theory support that job satisfaction can reduce employee turnover intention.

The results of this study align with the research of [41], [42] in different sectors proving that there is no significant effect between job satisfaction and turnover intention. However, this study does not align with the research results from [6], [36], [40] which found a negative effect of job satisfaction on turnover intention. In their research, [6], [36], [40] proved that employee job

satisfaction can reduce employee turnover intention.

**3.4.3 Transformational leadership to organizational commitment**

The analysis results show that transformational leadership has a positive and significant effect on organizational commitment. This is indicated by the original sample value of .148 and p values (.018 < .05) which proves that transformational leadership can significantly increase the organizational commitment of 4 Star Hotel employees in Purwokerto. Leadership is one of the factors in increasing employee organizational commitment.

Improving transformational leadership practices will increase employee organizational commitment. As one that can increase employee organizational commitment, transformational leadership must be applied to organizations. When leaders can direct, inspire, and motivate employees to achieve the company's vision, it will increase the organizational commitment of 4-star hotel employees in Purwokerto.

The results of this study are in line with the results of research from [14], [32], [48] which prove that a leader's transformational leadership can increase employee commitment. Although previous research [14], [32], [48] was conducted on different research objects, the research results remained the same. However, this study disagrees with research from [46] which states that there is no influence between transformational leadership on organizational commitment.

**3.4.4 Job satisfaction to organizational commitment**

The results of the analysis show that job satisfaction has a positive and significant effect

on organizational commitment, indicated by the original sample value of .759 and p values ( $.000 < .05$ ). Employees of 4-star hotels who are satisfied with their jobs will have a high commitment to the organization. The original sample value of job satisfaction on organizational commitment is higher than the original sample of transformational leadership on organizational commitment. This shows a more substantial influence of job satisfaction on organizational commitment.

This finding proves that job satisfaction is crucial in increasing the organizational commitment of 4-star hotel employees in Purwokerto. Companies need to encourage employees to feel satisfied with their organization to increase employee commitment. Companies can maintain the satisfaction of 4-star hotel employees through the work, wages/salaries, promotions, and supervision provided.

The results of this study are in line with the results of research from [11], [40], [46] which state that the higher the job satisfaction score, the more employees will commit to the organization. On the other hand, the lower the satisfaction felt by employees, the fewer employees will be committed to the organization. This research disagrees with research [39], [54] which shows that job satisfaction does not affect employee commitment. [39] prove that even though employees feel that the rewards for their work are appropriate, this does not affect their desire to remain part of the organization.

### **3.4.5 Organizational commitment to turnover intention**

The analysis results show that organizational commitment has a negative but insignificant effect on turnover intention. It is indicated by the original sample value of  $-.202$  and p values ( $.146 > .05$ ), which proves that organizational commitment has a negative direction on turnover intention but the effect is not so significant. This shows that organizational commitment cannot be used as a reason to survive by 4-star hotel employees in Purwokerto.

Employees of 4-star hotels in Purwokerto with high organizational commitment do not necessarily want to stay and spend the rest of their careers in the organization. Evidenced by the number of respondents with a length of work of 1-3 years shows that some of them work only to gain experience as a stepping stone to the

next career. After gaining experience, they will look for a better job.

This research is in line with research [61] which found that even though employees have high organizational commitment, employees do not have plans to spend the rest of their careers in the company. The results of this study differ from research that has been conducted [7], [32], [42], [60] which found a negative influence between organizational commitment and turnover intention. Different results were obtained from other studies belonging to [54], [72], [73] which showed that organizational commitment has a positive and significant effect on turnover intention.

### **3.4.6 The mediating role of organizational commitment in the effect of transformational leadership on turnover intention**

The effect of transformational leadership on turnover before being mediated was found to be insignificant with an original sample value of  $-.090$  and p values ( $.216 > .05$ ). After including organizational commitment, the effect of transformational leadership on turnover intention remained insignificant with an original sample value of  $-.030$  and p values ( $.208 > .05$ ). These results indicate that organizational commitment is not able to mediate the effect of transformational leadership on turnover intention of 4-star hotel employees in Purwokerto. 4-star hotel leaders who can direct, inspire, and motivate their employees to provide exemplary performance in achieving the Company's vision can increase organizational commitment. However, it has not been able to reduce turnover intention in 4-star hotel employees in Purwokerto significantly.

Respondents in this study were dominated by 20-25 years old with a length of work of 1 - 3 years. These findings show that employees just entering working age have a higher turnover intention. This can happen because employees aged 20-25 years still have broad career opportunities. Even though employees of 4-star hotels in Purwokerto have been directed by transformational leaders, have a high commitment, and can exert great effort towards their organization, this cannot be used as an excuse to spend the rest of their career in the organization.

Supposedly, when leaders implement transformational leadership practices, employees

**Table 5. Specific indirect effects**

	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Result</b>
<b>Transformational Leadership -&gt; Organizational Commitment -&gt; Turnover Intention</b>	- .030	1.261	.208	Hypothesis Rejected
<b>Job Satisfaction -&gt; Organizational Commitment -&gt; Turnover Intention</b>	- .154	1.405	.161	Hypothesis Rejected

will increase their commitment to the organization which minimizes their turnover intention [6]. However, it is different from the research results found. This study is in line with research conducted [62] which proves that there is no mediating effect of organizational commitment in the relationship between transformational leadership and turnover intention. However, this study does not align with research conducted [6] which found that organizational commitment fully mediates transformational leadership on turnover intention.

**3.4.7 The mediating role of organizational commitment in the effect of job satisfaction on turnover intention**

The effect of job satisfaction on turnover intention before being mediated was found to be insignificant with an original sample value of -.158 and p values (.270 > .05). After including organizational commitment, the effect of job satisfaction on turnover intention remained insignificant with an original sample value of -.154 and p values (.161 > .05). This result indicates that organizational commitment cannot mediate the effect of job satisfaction on turnover intention of 4-star hotel employees in Purwokerto. Whether or not employees are satisfied is not a measure of employees staying or leaving the organization. Employees of 4-star hotels in Purwokerto who are satisfied with their organization will increase commitment and loyalty to their organization. However, the indirect effect of job satisfaction through organizational commitment was not able to reduce employee turnover intention.

Based on the characteristics of respondents in this study, it was found that employees with a tenure of 1 - 3 years were mostly distributed in the Front office, F&B Service, F&B product, and Housekeeping. This shows that there are other factors that more strongly influence turnover intention. Other factors can include workload,

work environment, and work-life balance. So, even though employees are satisfied and have high organizational commitment, they have been unable to reduce turnover intention.

Supposedly, when employees are satisfied with their organization, they will increase commitment which results in a low turnover rate [6]. However, it is different from the research results found. This study is in line with the results of research from [54] which proves that there is no mediating effect of organizational commitment in the relationship between job satisfaction and turnover intention. However, this research is not in line with the results of research by [6] which found that organizational commitment fully mediates job satisfaction on turnover intention.

**4. CONCLUSIONS**

These results indicate a high level of turnover intention in the supporting section. The results of this study differ from the results of previous studies. Transformational leadership, Job Satisfaction, and Organizational Commitment have a negative but insignificant effect on turnover intention. Although transformational leadership and job satisfaction have a positive effect on organizational commitment, the indirect effect found has not been able to reduce turnover intention in 4-star hotel employees in Purwokerto significantly. This research confirms the statement from [6] that different results were found in different studies. Research by [6] found complete mediation of organizational commitment. Meanwhile, in this study, organizational commitment cannot mediate the relationship between transformational leadership and job satisfaction on turnover intention.

The results of this study cannot be generalized to all sectors. Further research can be conducted in other sectors to determine the effect of the variables studied in general. Future research can also examine the role of other variables that can

affect turnover intention in employees to find solutions to the problem of turnover intention in employees.

## 5. IMPLICATION

Practically, to reduce turnover intention in employees, leaders of 4-star hotels in Purwokerto can strengthen their transformational leadership by motivating and inspiring employees to want to work and achieve the organization's vision. In addition, 4-star hotels in Purwokerto can also increase employee job satisfaction by providing appropriate reciprocity to employees according to what they have done. Increasing job satisfaction can be done by incentivizing employees, giving appropriate work, providing a comfortable workplace, and providing facilities to support their work. With transformational leadership and increased job satisfaction, it will have an impact on increasing employee organizational commitment. So, it can reduce the turnover intention of 4-star hotel employees in Purwokerto.

Theoretically, this study proves that organizational commitment has not been able to significantly mediate the effect of transformational leadership and job satisfaction on turnover intention. This study provides different results from several previous studies. So, it can be used as the basis for further research examining existing variables.

## CONSENT AND ETHICAL APPROVAL

This research needs to consider several ethical considerations as a form of research ethics. Because this research involves various parties, the researcher is meticulous in fulfilling ethical obligations. The identity of the hotel where the research was conducted was disguised with a unique identification to maintain the confidentiality and comfort of the hotel concerned. A research permit has been issued by the hotel concerned, as an approval of the research application. The identity and data provided by the respondents will be used as well as possible and kept confidential.

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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