

## **The Effect of Transformational Leadership on Turnover Intentions through Employee Engagement as a Mediating Variable (Study on Yogyakarta Social Service Employees)**

Nisfatun Nabillah<sup>1</sup>, Rr. Sri Handari Wahyuningsih<sup>2\*</sup>

<sup>1,2</sup>Management Study Program, University of Muhammadiyah Yogyakarta, Special Region of Yogyakarta, Indonesia

\*Corresponding author: [manajemenumy02@gmail.com](mailto:manajemenumy02@gmail.com)

### **Article Info**

#### **Article History**

Received : 09-12-2023

Revised : 18-12-2023

Accepted : 18-12-2023

Published : 19-12-2023

#### **Article DOI:**

<https://doi.org/10.14421/jbmi.v2023.0203-03>

### **ABSTRACT**

**Research Aims:** This study aims to analyze The Effect of Transformational Leadership on Turnover Intentions through Employee Engagement as a Mediating Variable (Study on Yogyakarta Social Service Employees).

**Methodology:** This quantitative survey research, focusing on the Yogyakarta City Social Service, involves the entire population of 76 employees as respondents. Data was collected through a questionnaire instrument and analyzed using Descriptive and Path Analysis for hypothesis testing.

**Research Findings:** The results indicate that transformational leadership significantly and positively influences employee engagement and turnover intention among Yogyakarta City Social Service employees. Additionally, employee engagement significantly and negatively affects turnover intention. Transformational leadership also exhibits a significant negative effect on turnover intention, mediated by employee engagement.

**Theoretical Contribution:** This research makes a significant theoretical contribution to the understanding of organizational dynamics, particularly related to transformational leadership, employee engagement, and turnover intention.

**Implication:** This highlights the importance of strengthening transformational leadership, particularly in the Yogyakarta City Social Service, to improve employee engagement.

**Keywords:** *Transformational Leadership, Employee Engagement, Turnover Intention.*

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



### **INTRODUCTION**

In every organization Expect to achieve goals and achieve success. Source Power Human is factor crucial in the success of an organization. Source Power Human necessary well managed so capable give Positive contribution and of course quality. Therefore, development HR It is worth by every organization to maximize HR that exists. Companies are required to pay more attention to HR and make employees feel comfortable working in the company.

Leadership is about influencing and uniting a team around a shared purpose, roadmap, and support system. One potent example is transformational leadership, where, as Robbins (2015) describes, leaders spark a transformative fire in their team, propelling them beyond ordinary goals to achieve the extraordinary. MacGregor Burns in Setiawan & Muhith (2013) takes it a step further, viewing transformational leadership as a collaborative journey towards collective moral and motivational elevation.

With today's increasingly fierce business competition, the company must have its own usefulness and attractiveness compared to other companies. The thing that must be considered by the company to develop a company is its human resources. One of the human resource issues in the company is employee turnover. Companies that know the turnover intention rate of their employees, can make efforts that are able to reduce the turnover intention. One of the reasons that makes employees feel comfortable and at home in a company is a leader who is able to solve problems so as to get the right solution to the problem. However, if a leader is the source of that discomfort, employees who have the intention to leave a company will increase.

Transformation leadership can increase and grow engagement in employees where transformation leadership can encourage employees to lead to better change. A good leader is a leader who focuses on examples of concrete actions for his employees and the leader can also inspire and motivate a sense of fairness in the existence of a policy so that it can improve employee performance *Employee engagement* has a significant positive effect *on turnover intention* Munandar (2018). The Social Office as one of the Regional Apparatus Organizations within the Yogyakarta City Government in an effort to realize the vision of the Yogyakarta City Government, carries out mission no. 1, namely improving the welfare and empowerment of the community. The purpose of the mission is to improve the welfare of the people of Yogyakarta City with the target that community poverty decreases, community empowerment increases and community food security increases.

Intention stands as a powerful predictor of behavior, reflecting a person's effort and commitment to an action. The stronger the intention, the higher the likelihood of it being carried out. In the context of Social Service, employee turnover often stems from a disconnection between leadership style, job satisfaction, and individual aspirations. Those harboring the strongest intention to leave, often due to unforeseen circumstances, pose the most significant challenge. High turnover rates can cripple organizational performance through recruitment and training costs (Jain et al., 2012).

Based on the above background, the author is interested in conducting research on *turnover intention* in employees at the Yogyakarta City Social Office and the researcher took the title "*The Effect of Transformational Leadership on Turnover Intention through Employee Engagement as a Mediation Variable*".

## LITERATURE REVIEW

### ***Transformational Leadership***

Transformational leadership style according to Bass (1997) is a behavior to motivate employees to achieve goals, this is expected so that subordinates know the importance of results and how to achieve these results by transcending their own interests. According to Robbins (2015) Transformational Leadership is a leader who stimulates and inspires

(transformation) subordinates to achieve a goal so as to get extraordinary results. In addition to getting outstanding results, transformational leadership must also provide significant changes by becoming leaders who remain obedient to Islamic religious rules and become role models for employees.

### ***Turnover Intention***

Intention is the intention that arises in an individual to do something. Meanwhile, according to Robbins (2015), turnover is a permanent resignation from an organization voluntarily or involuntarily. Turnover intention is employees who want to move out of the organization by voluntary means and provide compensation from the company. Voluntary or quit is the decision of employees to leave their jobs voluntarily, and involuntary turnover describes the manager's decision to terminate the employment relationship so that employees who experience it have an uncontrollable nature according to Shaw et al in Bramantara and Kartika (2014). Turnover intention that occurs in someone in the organization inflames that his sense of looking for a job in another company and leaving his workplace.

### ***Employee Engagement***

Employee engagement is a concept within organizational behavior that adds allure to it. This appeal stems from the significant impact that employee engagement has on the overall performance of a company or organization. As defined by Schaufeli and Salanova (2002), work engagement is described as a positive and fulfilling mental state associated with one's job, characterized by passion, dedication, and absorption. Therefore, work engagement can also be identified by a heightened level of energy and a strong connection to one's professional duties. As stated by Gibbons (2006) in Sugiharto and Devie (2015), an engaged employee is someone who voluntarily invests discretionary efforts in their work, maintains a strong emotional and intellectual connection with the organization and their manager.

### ***Hypothesis***

*Employee engagement* has a relationship with leadership. The performance of an employee depends on the leader and one of the factors that influence it is leadership, because leaders in an organization or company can determine the success or failure of a goal in the organization as a whole. according to Papalexandris and Galanaki (2009). To achieve high *employee engagement*, an organization must have effective leadership that can close the gap with traditional leadership models. This is because engagement is not a natural state but something that is created according to Towers and Perrins (2003). So that with high transformational leadership will lead to strong *employee engagement*. Research by Sugiharto (2015), Rukmana (2014), Rumondor (2016), Mohit Yadav (2018) and Widjaja (2015), Tso-Jen Chen (2016), Dewi (2015), Ari Soeti Yani (2017) states that *transformational leadership* has a significant positive effect on employee engagement.

*H1: Transformational leadership has a significant positive effect on employee engagement.*

An employee who if he feels comfortable with the solution and the leader's ability to lead the company, then the employee can feel at home working in the company. This result

is reinforced by research by Dewi and Subudi (2015), Vania (2021), Tso-Jen Chen (2016), Gynsare (2016), Ari Soeti Yani (2017), Nivethitha Santhanam (2021), Sagita (2018), Hairiah (2017), Aris Munandar (2018) which states that if the leader is a source of discomfort for employees, then the intention of employees to leave an organization or a company will increase. So that with strong transformational leadership will cause low turnover intention for employees in the company.

*H2: Transformational leadership has a significant negative effect on turnover intention.*

An employee who has high engagement with the company will be increasingly likely to stay in the company and has no desire to move or leave a company or organization. In the results of research according to Lamidi (2010), Sagita (2018), Hairiah (2017), Aris Munandar (2018) that *employee engagement* can reduce the tendency to change jobs. So that with high *employee engagement*, it will cause low turnover intention.

*H3: employee engagement has a significant negative effect on turnover intention.*

The mediating role of satisfaction in the negative and significant influence of transformational leadership styles on turnover intention. So the higher the transformational leadership style, the higher the job satisfaction and the desire of employees to leave the company becomes lower According to Utama (2016), Sugiharto (2015), Mohit Yadav (2018), Asep rukmana (2014), Widjaja (2015) So that the existence of transformational leadership with high *employee engagement* as mediation affects the low *turnover intention*.

*H4: Employee engagement that mediates transformational leadership has a significant negative effect on turnover intention.*

## RESEARCH METHOD

The object of this study is the Yogyakarta City Social Office. The subject of the study must be laid out before the researcher is ready to collect data. The subject of this study was an employee of the Yogyakarta City Social Office. The type of data in this study used quantitative research. The primary data source was obtained from the distribution of questionnaires / questionnaires to respondents and processed using the Likert scale, which has 5 answer preferences, namely STS = Strongly Disagree, TS = Disagree, N = Neutral, S = Agree and SS = Strongly Agree. The sampling technique in this study used a census. In this study using the entire population as respondents, namely as many as 76 employees.

The questionnaire totaled 31 statements. Transformational Leadership is measured by 20 question items adopted from Podsakoff (2004). Turnver Intention is measured by 4 items the question adopts from (Chieh Peng Lin, 2017). Employee Engagement is measured by 7 question items adopted from Nivedita Jha (2019). Validity testing in this study is measured by comparing the r value of the table with the r count. Each question if the calculated r value is greater than the table r of 0.361 then the question item is declared valid. While reliability testing is carried out using Cronbach Alpha, the closer to number 1, the reliability consistency value is very high. If the Cronbach Alpha value is above  $\geq 0.7$  then the reliability is accepted. Hypothesis testing in this study using Path Analysis through SPSS software. Mediation testing using sobel test through Daniel Soper's calculator.

## RESULTS AND DISCUSSIONS

### Result

The Validity Test is carried out before showing that all indicators of statements worthy of being used as research instruments are to test samples of as many as 30 respondents if the significance value  $r_{table} < r_{calculate}$  means that the statement is valid.

**Table 1. Test the Validity of Transformational Leadership**

	Indicator	Correlation Coefficient	r table	Exp
<i>Transformational Leadership</i>	1. Instill pride	0,875	0,361	Valid
	2. Talk about the most important values and beliefs.	0,872	0,361	Valid
	3. Determine the importance of strong goals.	0,674	0,261	Valid
	4. Convince to go beyond self-interest for the good of the group.	0,642	0,361	Valid
	5. Build respect for others.	0,892	0,361	Valid
	6. Talk optimistically about the future.	0,642	0,361	Valid
	7. Talk enthusiastically about what needs to be established.	0,875	0,361	Valid
	8. Articulate a vision of an exciting future.	0,872	0,361	Valid
	9. The leader's confidence in the goals to be achieved	0,674	0,361	Valid
	10. Take into account the moral and ethical consequences of decisions	0,642	0,361	Valid
	11. Reexamine critical assumptions	0,892	0,361	Valid
	12. Look for different perspectives on problem solving	0,875	0,361	Valid
	13. See the point of view of problems in each different person	0,872	0,361	Valid
	14. Shows a sense of strength and confidence	0,674	0,361	Valid
	15. Suggest new ways to complete tasks	0,875	0,361	Valid
	16. Spend time coaching, teaching and guiding	0,872	0,361	Valid
	17. Treat someone as an individual	0,674	0,361	Valid
	18. Considers a person to have different needs, abilities and aspirations	0,642	0,361	Valid
	19. Emphasizes the importance of having a sense of collectiveness	0,892	0,361	Valid
	20. Help others to develop their strengths	0,642	0,361	Valid
<i>Employee Engagement</i>	1. Feel full energy when working	0,807	0,361	Valid
	2. Feel strong and energized at work	0,870	0,361	Valid
	3. Feel enthusiastic while working	0,644	0,361	Valid
	4. Happy when running errands	0,870	0,361	Valid
	5. Take pride in the work done	0,889	0,361	Valid
	6. Immersed in my work	0,879	0,361	Valid
	7. Get carried away while running the job	0,892	0,361	Valid
<i>Turnover Intention</i>	1. Hoping to get another job in a year	0,844	0,361	Valid
	2. The seriousness of moving to another company.	0,528	0,361	Valid
	3. Intention to change jobs	0,431	0,361	Valid
	4. Leave your current job when you find a better job	0,776	0,361	Valid

The magnitude of the correlation coefficient of all statement items for the variables Transformational Leadership, Employee Engagement, turnover intention shows a higher value than the  $r$  value of the table. So it can be said that all statement items contained in the variables Transformational Leadership, Employee Engagement, turnover intention are valid.

The Reliability Test was carried out after showing that all statement variables worthy of being a research instrument were conducting a large sample test of 30 respondents. The statement can be said to be reliable if the value of Cronbach's Alpha  $> 0.7$ .

**Table 2. Reliability**

Variable	Alpha Value	Alpha Value Terms	Information
Transformational Leadership (X)	0,971	0,7	Reliable
Employee engagement (Z)	0,951	0,7	Reliable
Turnover intention (Y)	0,815	0,7	Reliable

Based on the outcomes of the reliability test presented earlier, a comprehensive conclusion can be drawn affirming the reliability of all variables within the statements. This assertion is grounded in the observation that these variables consistently meet the stipulated criterion, demonstrating Cronbach's Alpha values exceeding the threshold of 0.7, thereby establishing their reliability.

**Table 3. Descriptive Results of Transformational Leadership (X)**

	N	Minimum	Maximum	Mean	Std. Deviation	Exp
Transformational Leadership (X)	76	3.05	5.00	4,42	0,45	Very high
Employee engagement (Z)	76	3.29	5.00	4,41	0,48	Very high
Turnover intention (Y)	76	1.00	3.00	1,40	0,51	Very low

From the table above, the Transformational leadership (X) variable has a maximum value of 5, a minimum value of 3.05, a mean value of 4.42, and a standard deviation value of 0.45. The Employee engagement (Z) variable has a maximum value of 5, a minimum value of 3.29, a mean value of 4.41, and a standard deviation value of 0.48. The variable Turnover intention (Y) has a maximum value of 3, a minimum value of 1, a mean value of 1.40, and a standard deviation value of 0.51. The classic assumption tests used in this study are normality tests, heteroscedasticity tests and multicollinearity tests with the following results:

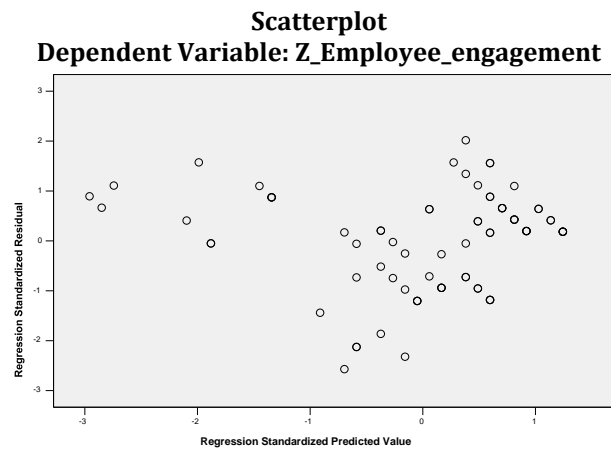
The purpose of this examination is to ascertain the normality of the spread of residual values. The test procedure employs the Kolmogorov-Smirnov test. The computed result indicates a significance value of 0.465, which is greater than the 0.05 threshold. Consequently, the null hypothesis ( $H_0$ ), asserting that the normality assumption is fulfilled, is accepted.

Multicollinearity test by comparing the Tolerance value obtained from regression calculations, if the tolerance value  $> 0.1$  then multicollinearity occurs. The results of the multicollinearity test can be seen in Table 4.

**Table 4. Multicollinearity Test Results**

Free Variable	Collinearity Statistics	
	Tolerance	BRIGHT
Transformational leadership	1.000	1.000

From the information provided in the table, the Transformational leadership variable demonstrates a tolerance value of 1.000, exceeding the 10% threshold (0.10). Similarly, the Variance Inflation Factor (VIF) for the Transformational leadership variable is also calculated at 1.000, which is below the accepted limit of 10. These results collectively indicate the absence of multicollinearity among the independent variables within the regression model. Therefore, it can be concluded that the assumption of the absence of multicollinearity in the test is satisfied. Moving on to the heteroscedasticity test, a scatter plot analysis was employed.



**Figure 1. Heteroskedasticity Test**

The test results reveal that the scatterplot display diagram is dispersed without forming a specific pattern, indicating the absence of heteroscedasticity. Therefore, it can be inferred that the residuals exhibit homogenous variability, or, in other words, there are no indications of heteroskedasticity.

The results of the analysis path in hypothesis testing can be seen in the output of the spss application in the regression analysis table which shows the influence between variables with partial tests (T) with  $\beta$  values with significance values  $< 0.05$  (5%). The Coefficient of Determination test is carried out to determine the magnitude of each Adjusted R Square on the independent variable which shows how much the independent variable is able to explain the dependent variable.

**Table 5. Test T Results Equation 1**

Variable	B	T	Say.
x_Transformational leadership	0,906	18,417	0,000

Regression coefficient of the Transformational leadership variable was obtained at 0.906 with a positive coefficient direction. P value = 0.000  $> 0.05$ , meaning significant, then from these

results transformational leadership (X) has a significant positive effect on employee engagement (Y). **H1 accepted.**

**Table 6. Test Results T Equation 2**

Variable	B	T	Say.
Transformational Leadership	1,363	7,623	0,000
Employee Engagement	-0,735	-4,112	0,000

From the table above, the regression coefficient of the transformational leadership (X) variable was obtained at 1.363 with a positive coefficient direction. P value = 0.000 > 0.05, meaning significant, then from these results transformational leadership (X) has a significant positive effect on turnover intention (Y). **H2 accepted.**

The regression coefficient of the employee engagement (Z) variable was obtained at 0.735 with a negative coefficient direction. P value = 0.000 > 0.05, meaning significant, then from these results employee engagement (Z) has a significant negative effect on turnover intention (Y). **H3 accepted.**

**Table 7. Test Results of Coefficient of Determination Equation 1**

Model	Adjusted R square	R Square
1	0,818	0.821

The test results show that the value of the coefficient of determination (R Square) is 0.821 and the value of the adjusted coefficient of determination (Adjusted R Square) is 0.818. This means that 81.8% of the variation in employee engagement (Z) can be explained by the variation in the independent variable transformational leadership (X). While the rest (100% - 81.8% = 18.2%) is explained by other factors outside the regression model.

**Table 8. Test Results of Coefficient of Determination Equation 2**

Model	Adjusted square R	R Square
1	0,571	0,582

The test outcomes indicate a coefficient of determination (R Square) value of 0.582 and an adjusted coefficient of determination (Adjusted R Square) value of 0.571. This implies that 57.1% of the fluctuations in turnover intention (Y) can be clarified by variations in the transformational leadership (X) and employee engagement (Z) variables. The remaining portion (42.9%, derived from 100% - 57.1%) is accounted for by factors beyond the scope of the regression model.

Testing the mediating role of the intervening variable from the dependent variable to the independent variable was carried out using a sobel test through Daniel Soper's calculator.

$$a = 0,906 \text{ SE}a = 0,052 \quad b = -0,735 \text{ SE}b = 0,189$$

$$Z = -3.79549278$$

From the results of the calculation of the sobel test using Daniel Soper's calculator got a result of -3.79549278, because the Z value obtained was 3.79549278 > 1.96 with a significance level of 0.000, it proves that employee engagement is able to mediate the



relationship of transformational leadership to turnover intention. **Hypothesis 4 is accepted.**

## **DISCUSSIONS**

Based on the results of hypothesis testing on data analysis that has been carried out, the results will be discussed with previous research studies that are in line. Here's the description:

### **a. Transformational leadership (X) Influence on employee engagement**

The hypothesis testing results reveal a significant and positive relationship between transformational leadership and employee engagement, supported by a simple regression with a significant value of 0.000 ( $\alpha = 0.05$ ). The ratio of the significant value below 0.05 indicates a notable influence of transformational leadership on employee engagement within the Yogyakarta City Social Office. Consequently, Hypothesis 1, positing a significant influence of transformational leadership on employee engagement, is confirmed and accepted.

This study aligns with the findings of [Sugiharto \(2015\)](#) and [Rumondor \(2016\)](#), supporting the notion that transformational leadership indeed has a positive impact on employee engagement.

### **b. Transformational leadership (X) influence on turnover intention (Y)**

The hypothesis testing results indicate a significant positive influence between transformational leadership and turnover intention, as demonstrated by the regression findings. The obtained significance value of 0.395, surpassing  $\alpha = 0.05$ , underscores the notable impact of transformational leadership on turnover intention within the Yogyakarta City Social Office. As a result, Hypothesis 2, which posits a significant negative effect of transformational leadership on turnover intention, is not supported and is rejected.

This study aligns with the research of [Yani \(2017\)](#) and [Mayora \(2021\)](#), affirming a significant positive influence between transformational leadership and turnover intention. It is noteworthy that the positive coefficient results differ from the hypothesized negative coefficient. This contrasts with Vania's research (2021), which highlights a significant negative influence between transformational leadership and turnover intention.

### **c. The Effect of Employee Engagement on Turnover Intention**

The hypothesis testing results provide compelling evidence supporting a significant and adverse correlation between employee engagement and Turnover Intention. The multiple regression analysis, with a significance value of 0.001 below the  $\alpha = 0.05$  threshold, solidifies the assertion that employee engagement notably influences Turnover Intention within the Yogyakarta City Social Office. Therefore, Hypothesis 3, proposing a substantial negative impact between employee engagement and Turnover Intention, is validated and accepted.

This study aligns with [Santhanam \(2021\)](#) and [Munandar \(2015\)](#), both indicating the pivotal role of work discipline in influencing performance. Additionally, the outcomes are in harmony with Prasasti's research (2015), establishing a

significant and negative correlation between employee engagement and Turnover Intention.

**d. Transformational leadership affects Turnover intention through Employee engagement**

The hypothesis testing results reveal significant evidence, with a Z count of -3.995929 surpassing the Z table value of 1.96 at a significance level of 0.05 (Ghozali, 2016). This leads to the conclusion that the mediation coefficient of -3.995929 is significant, signifying an impact on employee engagement mediating the relationship between transformational leadership and turnover intention. In other words, there is a noteworthy influence of transformational leadership on turnover intention through the mediating factor of employee engagement at the Yogyakarta City Social Office. Consequently, Hypothesis 4, asserting that employee engagement mediates the significant negative effect of transformational leadership on turnover intention, is confirmed and accepted.

At the Yogyakarta Social Office, a discernible turnover intention exists, primarily attributed to relatively modest compensation for lower-ranking employees. As a government entity dedicated to community service, non-monetary incentives are prioritized in recognizing performance. Notably, performance evaluation is collective, encompassing all employees. Discontent may arise when diligent employees receive no additional compensation, potentially fostering jealousy among colleagues who feel underappreciated and misaligned with their expectations.

Despite the positive rapport between employees and leaders, the leader's busy schedule has resulted in suboptimal communication. This deficiency in communication has contributed to the development of intentions to leave among employees. This study supports the main research which states that *employee engagement* mediates *transformational leadership* with a significant effect on *proven and accepted* turnover intentions.

## CONCLUSION AND RECOMMENDATION

### Conclusion

- a. The positive impact of transformational leadership on the engagement of employees at the Yogyakarta City Social Office is statistically significant.
- b. The influence of transformational leadership on the turnover intention of Yogyakarta City Social Office employees is significantly positive.
- c. There is a statistically significant negative correlation between employee engagement and turnover intention among employees at the Yogyakarta City Social Office.
- d. The impact of transformational leadership on turnover intention, mediated by employee engagement at the Yogyakarta City Social Office, is statistically significant and negative.

### Recommendation

Based on the research conducted by the author regarding the Impact of Transformational Leadership on Turnover Intentions with Employee Engagement as a Mediating Variable, the study proposes the following recommendations:

1. The inclination to leave among Yogyakarta Social Service staff is attributed to suboptimal relations between employees and leaders, primarily stemming from the frequent absence of the service head due to work demands. This situation results in a deficiency of communication and support for employees during their office hours. It is recommended that the service head consistently provide guidance to staff and encourage a positive work environment, fostering enthusiasm and enhancing the overall performance of the Yogyakarta Social Office.
2. Future research should further develop this model by adding other variables that are still closely related, such as work stress, motivation, compensation, or other indicators.

## REFERENCES

- Arinatar Rhyme Sagita. (2018). *The Effect of Employer Branding on Turnover Intention with Employee Engagement as a Mediating Variable*. M., Google Scholar, 2018.
- Bass, B.M. (1985), *Leadership and Performance Beyond Expectation*, Free Press, New York, NY.
- William H. Mobley, Stanley O. Horner, and A. T. Hollingsworth. (1978). *An Evaluation Of Precursorse Of Hospital Employee Turnover*. Amerika Serikat : Emeraldinsight.com.
- Widjaja, Deborah, (2015). *Transformational Leadership Influence Analysis To Employee Engagement at "D'season Hotel" Surabaya*. Google Schooler.
- Dr. A. Nur Insan, . (2019). *Transformational leadership: an empirical study in companies*. Bandung : Alfabeta, 2019.
- Jha, (2018). *Employee voice, engagement and organizational effectiveness a mediated model*. India : Emeraldinsight.com, 2018.
- Jain, A,K., Giga,S,I and Cooper,C,L., (2012). Perceived organizational support as a moderator in the relationship between organisational stressors and organizational citizenship behaviors. Emerald Insight, Vol.21, No.3, pp.313-334.
- Lubis, Fauzan Dwi Putri, (2015). The influence of work stress and leadership style Transformational Turnover Intention Karayawan Pt.Kreasi Edulab Indonesian. Diponegoro University Journal
- Lum, John Kervin Kathleen Clark, Frank Reid<sup>2</sup> And Wendy Sirola. (1998). *Explaining nursing turnover intent: job satisfaction, pay satisfaction, or organizational commitment*. T1, IT,, Canada : Google Scholar, 1998, Vols. 19, 305-320.
- Griffin, Ronald J. Ebert end Ricky W. (2015). *Introduction to Business Tenth Edition*. Jakarta : Erlangga.

- Chen, Tso jen. (2016). *Improving The Turnover Intention Of Tourist Hotel Employees Transformational Leadership, Leader-Member Exchange , And Psychological Contract Breach*. Emeraldinsight.com, 2016.
- Santhanam, Nivethitha and Srinivas, Sharan. (2019). *Modeling the impact of employee engagement and happiness on burnout and turnover intention among blue-collar workers at a manufacturing company*. Emerald , 2019.
- Fauziridwan, Meydy. (2018). *The effect of employee engagement and job satisfaction on organizational citizenship behavior (OCB) and its impact on turnover intention*.
- Rukmana, Asep. (2014). *The Influence of Transformational Leadership and Organizational Culture on Employee Engagement in BPJS Ketenagakerjaan*. Google Schooler
- Yani, Ari Soeti. (2017). *The influence of transformational leadership and personality on turnover intention with organizational commitment as an intervening variable*. Google Schooler.
- Vania, Regina. (2019). *The Effect of Transformational Leadership and Physical Work Environment on Turnover Intention with Job Satisfaction as an Intervening Variable in Pt Podo Mekar Jaya Sentosa* . Google schooler.
- Munandar, (2018). *The effect of job involvement and job satisfaction on employee turnover intention (PT. Seger agro nusantara dompu branch)* . Google Scholar.
- Goddess, Ni Kadek Novalia Citra. (2015). *The effect of transformational leadership on job satisfaction and turnover intention in CV. Gita by Persada Denpasar.*. Google Schooler.
- Dewi, Gusti Ngurah Berlin Bramantara and A.A. Sagung Kartika. (2014). *Influence Job satisfaction and organizational commitment to employee turnover intention at Krisna Souvenirs Khas Bali III*. Bali : Google Sholar, 2014.
- Oktari, Azwir Nasir and Ranti. (2011). *The Effect of Information Technology Utilization and Internal Control on the Performance of Government Agencies (Study on the Regional Apparatus Work Unit of Kampar Regency)*. Google Scholar.
- Sugiharto, Linata and Devie. (2015). *The Influence of Transformational Leadership on Company Financial Performance through Employee Engagement and Job Satisfaction as Intervening Variables in Public Retail Companies in Surabaya*. Google Scholar, 2015.
- Rumondor, Rommy Beno. (2016). *The influence of leadership, motivation, and work discipline on employee performance at the Regional Office of the Directorate General of State Wealth Suluttenggomalut* . Google Scholar, 2016.
- Kahn, William A. (1990). *Psychological Conditions Of Personal Engagement And Disengagement At Work*. Boston : Google Scholar, 1990, Vols. 33. No, 4, 692-724.

- W. H. Mobley, R. W. Griffeth, H. H. Hand, and B. M. Meglino. (1979). *Review And Conceptual Analysis Of The Employee Turnover Process*. Columbia : Google Scholar, 1979, Vols. 86, No. 3, 493-522.
- Robbins, Stephen P. and Coulter, Mary. (2015). *Management 13th Edition Volume 2*. Jakarta : Erlangga, 2015.
- Setiawan, Bahar Agus and Muhith, Abd. (2013). *Transformational leadership*. Jakarta : Pt Rajagrafindo Persada, 2013.
- Gynsare, Michael Asiedu. (2016). *Transformational Leadership And Employee Turnover Intentions The Mediating Role Of Affective Commitment* Emeraldinsight.com, 2016.
- Yadav, Mohit. (2018). *Transformational leadership and knowledge sharing behavior and freelancers a moderated mediation model with employee engagement and social support*. Emeraldinsight.com, 2018 .
- Wilmar b. Schaufeli, Marisa Salanova, Vicente Gonz'alez-Rom'a and Arnold b. Bakker. (2002). *The measurement of engagement and burnout: a two sample confirmatory factor analytic approach..* Journal of Happiness Studies, 2002, Vol. 3. 1.
- Gatling, Jungsun(Sunny) Kim and Anthony. (2017) . *The Impact Of The Using A Virtual Employee Engagement Platform (Veet) On Employee Engagement And Intentions To Stay*. Emeraldinsight.com, 2017 .
- Hairiah, . (2017). *The influence of job involvement and job satisfaction toward turnover intention on employees of pt. Global nikel multiguna tangerang* . Google Scholar, 2017.
- Masood, Bilal Afsar and Mariam. (2018). *The Roll Off Job Crafting And Knowledge Sharing On The Effect Of Transformational Leadership On Innovative Work Behavior*. Emeraldinsight.com, 2018.
- Lin. (2017). *Understanding Turnover Intentions In Cross-Country Business Management ..* Emeraldinsight.com, 2017.
- Uma Sakaran, Roger Bougie. (2017). *Research methods for business*. Jakarta : Salemba Empat.
- Mayora, Margaretha, (2019). The influence of transformational leadership and authentic leadership on employee exit intentions mediates affective commitment. *Journal of Business and Applied Management Vol.12 (No. 2 ) : 155 - 201 Th. 2019*
- Ghozali. (2016). *Applications of Multivariate Analysis with IBM SPSS Program*. Semarang: Diponegoro University Publishing Board.
- Sugiyono. (2016). *Quantitative, Qualitative and R&D Research Methods*. Bandung: PT Alfabet.

Husayn, Omar. (2014). *Research Methods for Business Thesis and Thesis*. Jakarta : PT. King Grafindo Persada.