

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, COMPENSATION,
ORGANIZATIONAL COMMITMENT ON TURNOVER INTENTION IN
MEDIATION OF JOB SATISFACTION (STUDY ON MANUFACTURING
COMPANY PT XYZ)**

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ABSTRACT

This study aims to determine the effect of Transformational Leadership, Compensation, and Organizational Commitment on Turnover Intention, mediated by Job Satisfaction among employees at PT XYZ. The research method used was a quantitative survey approach using a questionnaire distributed to the entire population of 167 employees. The data were analyzed using Structural Equation Modeling Partial Least Squares (SEM-PLS) with the aid of SmartPLS 4.0 software. The results showed that Transformational Leadership and Compensation had a positive effect on Job Satisfaction and a negative effect on Turnover Intention. Furthermore, Job Satisfaction also had a negative effect on Turnover Intention. The conclusion of this study is that the research model used is able to explain the relationship between the independent variables and Turnover Intention and demonstrates that Transformational Leadership and Compensation play a significant role in increasing Job Satisfaction and reducing employee intentions to leave the company.

Keywords: *Transformational Leadership, Compensation, Job Satisfaction, Turnover Intention*

INTRODUCTION

The beauty industry is entering a promising era with consistent growth. Transportation is an important aspect that can support people's economic activities, where air transportation is a means of transportation that offers better effectiveness and time efficiency. Apart from being used as a means of transportation, airplanes can also be used to transport cargo and postal goods. Airlines are private or government-owned companies that specifically provide air transportation services. The success of an organization, whether large or small, is not only determined by the natural resources available, but is also greatly influenced by the quality of human resources (HR) who plan, implement and control the organization. Continuity of development in our country today can only be maintained if the quality of human resources receives serious attention from the government and the private sector. Therefore, human resource development in Indonesia is very important, considering that the large population can be a potential productive source that can be converted into a real productive source. Likewise, the increasing attention to management by private institutions in Indonesia is expected to have a positive impact on future economic and corporate development (Hill, 2017). Individual goals are the personal goals of each employee who joins the organization. Every human resource who enters a particular organization must have a personal goal, which generally is to obtain compensation.

Therefore, each individual must be willing to follow the various regulations set by the organization so that organizational goals can be achieved. A problem that often arises is when individual goals are not aligned with organizational goals, which can cause conflict for employees. If this condition is not handled properly, there is a possibility that the employee will resign from the organization. However, in terms of work, employees with greater duties and responsibilities must of course receive different compensation from those with smaller

responsibilities. Meanwhile, external fairness means management must regularly review the organization's compensation policies compared to similar organizations outside. If there are differences, adjustments should be made immediately so that organizational members are not tempted to move to another organization (Sinambela, 2016). According to Kawiana (2020), Theoretically, factors that influence job satisfaction include leadership style, work productivity, behavior, meeting salary expectations, and work effectiveness. Factors commonly used to measure job satisfaction include job content, organizational management, opportunities for advancement, salary, coworkers, and working conditions. According to Sinambela (2016) describes the role of a leader as someone who is expected to be able to influence without coercion, provide direction without punishment, and supervise without isolating in the context of organizational learning. There are seven principles for leaders, namely, activating group norms; adapting to the group's expectations of his leadership; utilize existing communication channels; do not give instructions that are impossible to carry out; listen; reduce status differences; encourage self-control.

Turnovers is an employee's desire to leave an organization for various reasons, which usually results in moving to another organization, thus creating new challenges for HR development. Because turnover problems are difficult to predict, HR development activities must quickly detect the signs and take preventive measures. Although research shows that many executive managers remain with one organization throughout their careers, higher levels of mobility occur among younger managers who are more dynamic and enjoy challenges. Ironically, organizations with good employee development programs often cause employees to change jobs. Many conventional organizations do not invest time and money in development, arguing that such programs only burden the organization because the skills acquired by employees will increase compensation demands. This view is wrong, because it only looks at the expenditure side without taking into account the benefits obtained from skilled employees. Training will be successful if all organizations in the same field can work together, as is done by modern organizations such as Samsung in South Korea (Sinambela, 2016). A high turnover rate causes companies to spend more costs and time recruiting new employees. Therefore, PT XYZ. This research was conducted at one of the large manufacturing trading companies in Cikande, Serang Regency, Banten. PT. XYZ was founded in 1990, this company operates in the food and beverages sector. The phenomenon that occurred by interviewing Mr. Wawan as HRD of PT As a result of this problem, employee turnover at PT XYZ.

RESEARCH METHODS

In this research, there are 5 research variables consisting of 1 dependent variable, namely Turnover Intention (TI) and 3 independent variables, namely Transformational Leadership (KT), Compensation (KM), Organizational Commitment (KO) and 1 mediating variable Job Satisfaction (KK). Each variable used in this research is a latent variable which will later be measured through a series of indicators which are its reflection. Each indicator is outlined in a written statement which will be assessed on a 5 point Likert scale. The subjects determined from this research were workers at the PT XYZ company with a total of 167 employees. This research uses a saturated sample because all members of the population are used as samples. The sample used in this research is employees who are the population of the manufacturing company PT XYZ. In collecting research data, researchers did this by distributing questionnaires online via Whatsapp or Email using the Google Form platform. The data analysis technique for this research uses the SEM-PLS method in data analysis in this research aimed at predicting the relationship between variables.

The path analysis model consists of three relationships, namely 1) specification of the relationship between latent variables and indicators/manifest variables in the outer model, 2)

specification of the relationship between latent variables in the structural model (inner model), 3) assessment of latent variables through weight relations for estimation . There are 2 stages in the analysis using the SEM-PLS method, namely outer model testing and inner model testing. *Outer model* the measurement model is the relationship between variables and their indicators. External Model Evaluation is carried out through the process of running the PLS Algorithm to assess validity and reliability. Validity is tested through convergent validity and discriminant validity. Reliability was tested through the use of Cronbach's alpha, composite reliability, as well as the Average Variance Extraction Level (AVE)(Hair, 2022). *Inner model* structural model is the relationship between variables that can be analyzed after the validation stage of the measurement model meets all the minimum required values. The purpose of inner model testing is to evaluate the quality of the research model and the significance of the influence of the relationship between variables, including the coefficients of each selected research model path.

RESEARCH RESULTS AND DISCUSSION

In this study, the responses involved were 167 respondents who met the assessment criteria, and were carried out on April 29 2024. All of these respondents were used in the actual test carried out by the researcher. The data in the research was obtained from a questionnaire form distributed to respondents online. Descriptive analysis of respondent profiles in this study provides an overview of the distribution of respondents' characteristics based on gender, age, education and length of service. The profile of respondents in the research can be seen in Table 1. Based on the total number of respondents, the results of the research were 167 respondents who were willing to participate in answering a series of questions via an online questionnaire. The results of the respondent profile in this study were dominated by women with a total of 106 (63%) respondents, and 61 (37%) men. The profile of respondents based on age consisted of 32 – 39 years with a total of 52 respondents (31%), 25 – 32 years with 48 respondents (29%), 18 – 25 years with 41 respondents (25%), 39 – 46 years with 21 respondents (13%) and the last >46 years were 5 respondents (3%). Furthermore, the profile of respondents based on their latest education consisted of 73 respondents (44%), 61 respondents (37%), 61 respondents (37%), and 33 respondents with a bachelor's degree (20%). The profile of respondents based on length of work consisted of 5 - 7 years as many as 59 respondents (35%), 1 - 3 years as many as 49 respondents (29%), 3 - 5 years as many as 42 respondents (25%), and <1 year as many as 17 respondents (10%). Based on the results of the respondent profiles, it is known that in total this research answered all 167 respondents, with 106 respondents being female, the age was mostly 32-39 years old, with a bachelor's degree level of 73 respondents, and the most years of work were 5-7. year as many as 59 respondents.

Table 1.
Profil Responden

| | Category | Freq | % |
|-----------|--------------------|------|-----|
| Gender | Man | 61 | 37% |
| | Woman | 106 | 63% |
| Age | 18 – 25 years | 41 | 25% |
| | 25 – 32 years old | 48 | 29% |
| | 32 – 39 years old | 52 | 31% |
| | 39 – 46 Years | 21 | 13% |
| | >46 years | 5 | 3% |
| | | | |
| Education | Senior High School | 61 | 37% |
| | D3 | 33 | 20% |
| | S1 | 73 | 44% |

| | Category | Freq | % |
|----------------|--------------|------|-----|
| Length of work | < 1 Year | 17 | 10% |
| | 13 years old | 49 | 29% |
| | 35 years old | 42 | 25% |
| | 5 – 7 Years | 59 | 35% |

Convergent validity is carried out to test whether the existing indicators represent the latent variable or variables. In this research, convergent validity measurements were carried out by analyzing the outer loading factor and Average Variance Extracted (AVE) values. The outer loadings factor value that meets the requirements must be greater than 0.700(Hair, 2022). The results of the convergent validity test of this research are shown by the outer loading factor values in Table 2. Based on table 2, the overall indicators can be seen that all the outer loading values of each indicator are at a value of ≥ 0.700 , so that the overall reflective indicators can be used and maintained for management purposes. further data.(Hair et al, 2022). Convergent validity is also measured by the Average Variance Extracted (AVE) value and the value is considered valid if > 0.50 for each variable in exploratory research.(Fornell & Larcker, 1981).

Table 2.
Convergent Validity

| Variable | Indicator | Outer Loading | AVE |
|----------------------------------|-----------|---------------|-------|
| Transformational Leadership (KT) | KT1 | 0.974 | 0.926 |
| | KT2 | 0.973 | |
| | KT3 | 0.950 | |
| | KT4 | 0.966 | |
| | KT5 | 0.946 | |
| | KT6 | 0.974 | |
| | KT7 | 0.960 | |
| | KT8 | 0.955 | |
| | KT 9 | 0.961 | |
| Compensation (KM) | KM1 | 0.742 | 0.842 |
| | KM2 | 0.976 | |
| | KM3 | 0.961 | |
| | KM4 | 0.969 | |
| Job satisfaction (KK) | KK1 | 0.983 | 0.910 |
| | KK2 | 0.984 | |
| | KK3 | 0.975 | |
| | KK4 | 0.965 | |
| | KK5 | 0.980 | |
| | KK6 | 0.981 | |
| | KK7 | 0.892 | |
| | KK8 | 0.861 | |
| Turnover Intention | IT.1 | 0.988 | 0.925 |
| | IT.2 | 0.948 | |
| | IT 3 | 0.965 | |
| | IT 4 | 0.972 | |
| | IT 5 | 0.958 | |
| | IT 6 | 0.939 | |

The third discriminant validity test is the HTMT test as stated(Henseler, 2015)in(Hair, 2022), that a very good HTMT value is <0.90 , which means that the level of discriminant

validity has been achieved and is correct between pairs of reflective variables. In this study, the HTMT value shows an HTMT value below 0.90 and shows that each variable has a valid indicator. The table below shows the results of HTMT testing with SmartPLS. Based on table 3, it can be seen that the HTMT values for all variables are below 0.90, which means all variables have valid indicators:

Table 3.
Validitas Diskriminan

| Variable | KT | K.K | KM | IT |
|-----------------------------|-------|-------|-------|----|
| Transformational leadership | | | | |
| Job satisfaction | 0.199 | | | |
| Compensation | 0.304 | 0.492 | | |
| Turnover Intention | 0.245 | 0.172 | 0.279 | |

Reliability tests are carried out to evaluate the level of accuracy and consistency of answers. In order for an instrument to be considered reliable, the accuracy and consistency of the answers to each variable must be measured. An indicator is considered valid and consistent if it has a composite reliability value of more than 0.7 and a Cronbach's alpha value of more than 0.6(Hair, Tomas, et al., 2022). All items or indicators that measure variables are considered reliable, according to the results of reliability testing, which can be seen in table 4. The composite reliability value for all variables is more than 0.7, and the Cronbach's alpha value for all variables is greater than the minimum limit, namely 0. 6. Therefore, this research can be continued to test the structural model.

Table 4.
Reliabilitas

| Variable | Cronbach's alpha | Composite reliability (rho_a) | Information |
|-----------------------------|------------------|-------------------------------|-------------|
| Transformational leadership | 0.990 | 0.990 | Reliable |
| Job satisfaction | 0.985 | 0.988 | Reliable |
| Compensation | 0.933 | 0.942 | Reliable |
| Turnover Intention | 0.984 | 0.988 | Reliable |

The correlation coefficient value between independent variables processed with the SmartPLS program is shown by the inner VIF tolerance value. The multicollinearity test is a test of independent variables to see whether these variables are related to each other (intercorrelation). Intercorrelation is a condition where the independent variables in the research model have a strong relationship and cause the research model predictions to be less precise. In this research, each independent variable is tested with the inner VIF value to measure the structural model. The inner VIF value should be smaller than 5, even preferably smaller than 3, to avoid problems related to collinearity.

Table 5.
Multicollinearity

| Variable | VIF |
|---|-------|
| Transformational Leadership -> Job Satisfaction | 1,095 |
| Transformational Leadership -> Turnover Intention | 1,100 |

| | |
|--|-------|
| Job Satisfaction -> Turnover Intention | 1,291 |
| Compensation -> Job Satisfaction | 1,095 |
| Compensation -> Turnover Intention | 1,359 |

The R square value describes how much influence the independent (exogenous) variable has on the dependent (endogenous) variable. A small R square value indicates that the variation in the dependent variable is very small, while a larger R square value indicates that the independent variable can provide all the data needed to predict the dependent variable. The R square value can be categorized into several categories, namely substantial ($R^2 > 0.75$), moderate ($R^2 > 0.50$) and weak ($R^2 > 0.25$) (Hair et al., 2022). Table 6 shows that the R square value of 0.225 indicates that 22.5% of the variation in job satisfaction can be explained by the independent variables included in the research model while the remaining 87.5% is influenced by other factors outside the model. This indicates that the model used has a poor ability to explain variations in job satisfaction at XYZ Manufacturing Company. Meanwhile, the R square value of 0.103 indicates that 10.3% of the variation in Turnover Intention can be explained by the independent variables included in the research model while the remainder is explained by other factors outside the model. This shows that the model used has a poor ability to explain variations in Turnover Intention in XYZ Manufacturing Company.

Table 6.
R Square

| Variable | R-square | R-square adjusted |
|--------------------|----------|-------------------|
| Job satisfaction | 0.225 | 0.216 |
| Turnover Intention | 0.103 | 0.087 |

In structural model analysis, the next step to assess the predictive ability of the suggested model is to look at the f^2 (f-squared) value (Hair, Tomas, et al., 2022). The F Square test is carried out to determine whether there is a change in the R^2 value when certain exogenous variables are removed from the model so that it can be seen whether the omitted variables have a substantive impact on the endogenous construction. A guide to assessing f^2 is that values of 0.02, 0.15, and 0.35, respectively, represent small, medium and large effects (Hair, Tomas, et al., 2022). Table 7 shows that Transformational leadership has a small effect on job satisfaction of 0.005. This shows that changes in Transformational leadership will have a small impact on employee job satisfaction. Then, Transformational leadership has little direct effect on Turnover Intention of 0.031. It shows that though Transformational leadership is important, its direct influence on Turnover Intention is not too big. Apart from that, there is job satisfaction towards Turnover Intention which has a small effect of 0.002. This shows that although job satisfaction contributes to Turnover Intention, the influence is not that big directly. The compensation variable has a small effect on turnover intention of 0.032. This shows that changes in compensation will have a very small effect on employee turnover intention. A conducive and supportive work environment is a key factor in increasing job satisfaction. And finally, there is compensation which has a moderate effect on employee performance, namely 0.241. Which means that although compensation is important, its direct influence on employee performance is not that big. These results highlight the importance of good compensation and supportive transformational leadership in increasing job satisfaction so that it can positively influence turnover intention.

Table 7.
F Square test

| Variable | <i>f-square</i> | Result |
|---|-----------------|---------------|
| Transformational Leadership -> Job Satisfaction | 0.005 | Small effect |
| Transformational Leadership -> Turnover intention | 0.031 | Small effect |
| Job Satisfaction -> Turnover Intention | 0.002 | Small effect |
| Compensation -> Turnover Intention | 0.032 | Small effect |
| Compensation -> Employee Performance | 0.241 | Medium effect |

The most important stage in conducting inner model analysis is to carry out hypothesis testing to see the coefficients and significance values for the relationships between variables in the research model that has been created. One statistical method that can be used to determine whether the relationship observed in the data reflects the relationship that actually exists in the population is to carry out a significance test. This test will help in making decisions to accept or reject the hypothesis, which will state whether there is a relationship between the variables being tested. Analysis of this research model was carried out using one-tailed bootstrapping with a significance level of 0.05. If the t statistical value resulting from bootstrapping is greater than the T-table value, namely 1.645, then the relationship between variables can be declared significant or accepted. Table 8 shows that the hypotheses proposed in this research are accepted. Transformational leadership, job satisfaction, and compensation significantly influence employee turnover intention. Next, each hypothesis test will be described along with its managerial implications

Table 8.
Hypotesis Test

| | Hypothesis | Coef | Sig | Result |
|----|---|--------|-------|----------|
| H1 | Transformational Leadership -> Job Satisfaction | 0.064 | 0.250 | Accepted |
| H2 | Transformational Leadership -> Turnover Intention | -0.176 | 0.013 | Accepted |
| H3 | Job Satisfaction -> Turnover Intention | -0.044 | 0.337 | Accepted |
| H4 | Compensation -> Job Satisfaction | 0.452 | 0,000 | Accepted |
| H5 | Compensation -> Turnover Intention | -0.197 | 0.009 | Accepted |

After the respondent profile analysis has been carried out, the next step is to carry out hypothesis testing using structural equation modeling (SEM) analysis techniques using SmartPLS. SEM testing consists of 2 stages, namely the outer model and inner model, where the outer model testing consists of convergent validity, discriminant validity and reliability tests. Meanwhile, testing the inner model consists of testing r square, f square, collinearity and hypothesis testing as will be discussed in this research. An explanation of the results of hypothesis testing is explained as follows:

Hypothesis 1 in this study shows that transformational leadership has a positive effect on job satisfaction, as seen from the positive path coefficient value of 0.064. This means that the more leaders adapt a transformational leadership style, the better the job satisfaction of

employees working at PT XYZ. Transformational leaders use an approach to motivate followers to act in the interests of the organization, not personal interests. They identify subordinate needs that they want to fulfill with full follower involvement (Puni et al., 2018). Therefore, transformational leadership tends to increase employee job satisfaction, because employees will feel cared for by the leader. The results of this study are in line with what was done Zuo et al. (2024) which shows that transformational leadership has a significant effect on job satisfaction. Transformational leadership increases employees' sense of organizational justice and psychological capital. Transformational leadership motivates employees to have good job satisfaction. According to Nurtjahjani et al. (2023) These findings indicate that there is a significant positive relationship between the two concepts. Transformational leadership, characterized by a leader's ability to inspire and motivate employees through vision, individual support, and intellectual stimulation, often increases job satisfaction. Transformational leaders create a supportive work environment, which can increase employees' sense of ownership of their work, increase their commitment to the organization, and ultimately increase overall job satisfaction.

Hypothesis 2 in this study shows that transformational leadership has a negative effect on turnover intention, as seen from the negative path coefficient value of -0.176. This means that the better the transformational leadership, the lower the employee turnover rate working at PT XYZ. According to Donkor et al. (2022) Transformational leadership, which involves aspects such as inspiration, motivation, clear vision, and individual support, can directly influence employees' intentions to stay with the organization or to look for a new job. Therefore, transformational leadership can suppress employees' desire to leave the organization. The results of this study show that transformational leadership has a negative effect on turnover intention. According to Manoppo (2020) The results of this study show that the higher the transformational leadership, the lower the turnover intention, although it is not significant. The results of this study show that the higher the work stress, the lower the OCB, although not significant. According to Yücel, (2021) This research has important implications for reducing turnover in the workplace and improving employee performance by facilitating settings for high performance, because employees who are supported by their leaders are generally more committed to their organizations and demonstrate better performance.

Hypothesis 3 in this study shows that job satisfaction has a negative effect on turnover intention, as seen from the negative path coefficient value of -0.044. This means that the better employee job satisfaction, the lower the employee turnover rate working at PT XYZ. Job satisfaction plays a mediator role between WPV (Workplace Violence) and turnover intention among emergency nurses. Job satisfaction is negatively correlated with Turnover Intention. The results of this research are in line with those conducted by Li et al. (2019) which states that job satisfaction has a significant influence on turnover intention. Job satisfaction plays a mediator role between WPV (Workplace Violence) and turnover intention among emergency nurses. Job satisfaction is negatively correlated with Turnover Intention, meaning that the higher a person's job satisfaction, the lower their likelihood of having the intention to change jobs. Therefore, management needs to pay attention to factors that can increase employee job satisfaction to reduce turnover rates and maintain a quality workforce.

Hypothesis 4 in this study shows that compensation has a positive effect on job satisfaction, as seen from the positive path coefficient value of 0.452. This means that the better the compensation, the better the job satisfaction of employees who work at PT XYZ. The results of this research are in line with those conducted by Lie et al. (2021) And (Furqon, 2020) which shows that there is a significant influence between compensation and job satisfaction. Compensation, which includes salary, benefits, bonuses, and other rewards, plays an important role in determining an employee's level of job satisfaction. Research shows that employees who feel the compensation they receive is fair and commensurate with

their contributions tend to have higher levels of job satisfaction. In addition, competitive and transparent compensation can also increase employee motivation, productivity and retention, as well as reduce intentions to change jobs and research Rojikinnor et al. (2023) There is the power of compensation and working environment on job satisfaction and employee performance at the PT Bank Rakyat Indonesia (Persero) Tbk, research shows that there is a significant relationship between these two aspects. These studies indicate that adequate and fair compensation is an important factor in increasing employee job satisfaction. Employees who feel that they receive compensation commensurate with their efforts and contributions tend to have higher levels of job satisfaction. Apart from salary, benefits and bonuses also play an important role in increasing employee motivation and loyalty, which in turn can reduce turnover rates and improve overall organizational performance.

Hypothesis 5 in this study shows that compensation has a negative effect on turnover intention, as seen from the negative path coefficient value of -0.197. This means that the better the compensation, the lower the employee turnover rate working at PT XYZ. Employees who feel that they are compensated commensurate with their efforts and contributions tend to have higher levels of job satisfaction and less intention to change jobs (Rahayu et al., 2017). Conversely, if employees feel that their compensation is inadequate or unfair, they may be more inclined to seek other job opportunities that offer better compensation. The results of this research are in line with those conducted by Parashakti et al. (2017) which shows that compensation has a significant influence on turnover intention. Fair and adequate compensation can influence employees' job satisfaction as well as their intention to stay with the organization or look for a new job. Employees who feel that they are compensated commensurate with their efforts and contributions tend to have higher levels of job satisfaction and less intention to change jobs. Conversely, if employees feel that their compensation is inadequate or unfair, they may be more inclined to seek other job opportunities that offer better compensation. Therefore, previous research has highlighted the importance of compensation in influencing employees' intentions to stay or leave the organization

CONSLUSION

The purpose of this research was to determine the influence of Transformational Leadership, Organizational Commitment Compensation on Turnover Intention mediated by Job Satisfaction in employees of the manufacturing company PT. XYZ. This research was conducted using quantitative methods examining 167 employees who were the total population at PT. XYZ. The data collection technique was carried out by distributing questionnaires digitally via Google Form. The data that has been obtained is then processed with SmartPLS 4.0 software. The following are the conclusions from this research: transformational leadership has a positive effect on job satisfaction, compensation has a positive effect on job satisfaction, transformational leadership has a negative effect on turnover intention, compensation has a negative effect on turnover intention, job satisfaction has a negative effect on turnover intention. This research model shows significant results. This can be interpreted as that the independent variables transformational leadership, compensation, and job satisfaction have adequate ability to predict Turnover Intention, which shows that this research model is adequate to explain the relationship between the independent variables and Turnover Intention.

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