

The Influence of Leadership Style and Job Satisfaction on Turnover Intention Among Teachers and Employees at the Tarakanita Foundation, Lahat Regional Office

Welly Hadi Nugroho Seran^{1*}, Zunaidah², Mu'izzuddin³, Shelfi Malinda⁴

Universitas Sriwijaya, Indonesia^{1,2,3}

Emails: wellymm53@gmail.com, zunaidah@unsri.ac.id,

muizzudin@unsri.ac.id, shelfimalinda@unsri.ac.id

Abstract

Organizations today are engaged in a competitive "war for talent," striving to find, select, and develop highly skilled individuals capable of achieving organizational goals. Job satisfaction significantly influences employee performance, while leadership style plays a critical role in the effective allocation of resources. However, dissatisfaction in the workplace can lead to employees contemplating resignation, commonly referred to as turnover intention. Understanding turnover intention provides organizations with an opportunity to address concerns before employees leave. This study aimed to explore the effects of job satisfaction and leadership style on the turnover intentions of instructors and staff members at the Tarakanita Foundation, Lahat Regional Office. Using a quantitative approach, data were collected through questionnaires distributed to 94 respondents, capturing insights on the variables of interest. The results revealed that job satisfaction negatively impacts turnover intention, indicating that higher job satisfaction reduces the likelihood of employees considering leaving the organization. Similarly, leadership style was found to have a strong negative effect on turnover intention, emphasizing the importance of effective leadership in retaining staff. These findings suggest that both leadership style and job satisfaction are key factors influencing employees' decisions to stay with or leave the organization.

Keywords: Job Satisfaction, Leadership Style, Turnover Intention

INTRODUCTION

In July 2002, the Carolus Borromeus organization and the Tarakanita Foundation merged to form the Congregation of Sisters of Charity Carolus Borromeus, which manages the educational institution Yayasan Tarakanita Wilayah Lahat. The institution oversees early childhood, primary, and secondary education levels, including kindergarten, elementary school, junior high school, and Santo Yosef High School (El-Kogali & Krafft, 2019).

The Tarakanita Foundation has consistently worked to enhance the quality of its services, particularly in education, by focusing on character development and technology-based learning innovations. This effort aligns with its mission to contribute to nation-building through education. Technological excellence is a hallmark of the institution, supported by key performance indicators (KPIs) for both teachers and students

(Aithal & Aithal, 2023). A notable achievement highlighting this focus is the silver medal won by its students in the Indonesian Youth STEAM Challenge (IYSC) 2024 High School Submarine Torpedo Challenge in Bandung.

A unique feature of the Tarakanita Foundation's educational approach is the Tarakanita Character Education (PKT) curriculum. This curriculum emphasizes core virtues such as honesty, discipline, and [Cc5] ^+ values (Compassion, Celebration, Competence, Conviction, Creativity, and Community), fostering holistic character development among students. The foundation recognizes that delivering high-quality education requires a team of capable and well-rounded human resources (HR). However, in today's competitive labor market, often referred to as the "war for talent," organizations face significant challenges in attracting, developing, and retaining skilled professionals.

Despite efforts to enhance employee competencies, the phenomenon of high employee turnover persists. Research has shown that turnover intention—a measure of an employee's likelihood to leave an organization—is a critical predictor of actual turnover. This poses a serious challenge to organizational stability and performance. According to studies, turnover intentions are often influenced by various factors, including leadership style, organizational culture, and employee satisfaction (Lin & Huang, 2021).

This study aims to explore the relationship between leadership style and turnover intention among instructors and staff at the Tarakanita Foundation Lahat Regional Office (Jae, 2024a). Leadership style, as a critical factor in employee retention, has been extensively studied in different contexts, but findings remain inconclusive. For instance, while transformational leadership has been linked to lower turnover intentions, other studies suggest that situational factors may moderate this effect (Eberly et al., 2017). This underscores the need for context-specific research, especially in educational institutions like Tarakanita, where mission-driven work intersects with modern HR challenges.

The novelty of this research lies in its focus on leadership style within the specific cultural and organizational context of the Tarakanita Foundation Lahat Regional Office. Unlike previous studies that primarily examine corporate environments, this study addresses the underexplored dynamics of educational institutions (Do et al., 2022). By analyzing how leadership styles impact turnover intention, the study seeks to fill a gap in the literature and provide actionable insights for both theory and practice.

The findings of this research are expected to offer several benefits. **Theoretical Contributions:** The study will contribute to advancing human resource management (HRM) theories by providing alternative perspectives to the existing research gap. It will also enhance understanding of leadership's role in employee retention within educational settings. **Practical Implications:** The insights gained will help the Tarakanita Foundation design leadership development programs and retention strategies that align with its mission and the evolving demands of the workforce.

This research highlights the urgency of addressing turnover intention through leadership interventions, particularly as organizations like the Tarakanita Foundation strive to balance their educational mission with modern HR challenges.

RESEARCH METHODS

Quantitative research methodologies were employed in this study to align with the research goals, ensuring a logical, systematic, objective, and evidence-based approach that adheres to scientific principles. These methods include structured data collection using research instruments, quantitative or statistical data analysis, and hypothesis testing to explore predefined variables within specific populations and samples.

This approach facilitates the examination of measurable patterns and relationships to address the research objectives effectively.

The study was conducted at the Tarakanita Foundation Lahat Regional Office, located at Jalan Sekolah 13, Gunung Gajah Village, Lahat, South Sumatra. The population consists of teachers employed by the Tarakanita Foundation, overseeing four school units: TK, SD, SMP, and SMA Santo Yosef Lahat. A census or saturation sampling technique was applied to ensure comprehensive representation of the target population.

Data sources included primary data collected through questionnaires distributed to the research sample and secondary data obtained from organizational records provided by the Tarakanita Foundation's Personnel Section in the Lahat Region. The questionnaire served as the primary data collection tool, enabling the systematic gathering of quantifiable information to address the research questions.

While the quantitative approach ensures objectivity and replicability, it assumes that the respondents' answers accurately represent their experiences and attitudes. The reliance on self-reported data through questionnaires may introduce biases such as social desirability or response inaccuracies. Additionally, the study's scope is limited to the teachers at the Tarakanita Foundation Lahat Regional Office, which may restrict the generalizability of findings to other contexts or populations.

RESULT AND DISCUSSION

Instrument Test

Table 1. Instrument Validity Test Results

Item No.	r_{hitung}	$r_{tabel\ 5\% (94)}$	Description
Variable Job Satisfaction (X1)			
1	0,502	0,200	Valid
2	0,447	0,200	Valid
3	0,767	0,200	Valid
4	0,777	0,200	Valid
5	0,637	0,200	Valid
6	0,652	0,200	Valid
7	0,837	0,200	Valid
8	0,781	0,200	Valid
9	0,803	0,200	Valid
10	0,617	0,200	Valid
11	0,686	0,200	Valid
12	0,676	0,200	Valid
Variable Job Satisfaction (X2)			
1	0,537	0,200	Valid
2	0,568	0,200	Valid
3	0,442	0,200	Valid
4	0,580	0,200	Valid
5	0,687	0,200	Valid
6	0,515	0,200	Valid
7	0,710	0,200	Valid
8	0,750	0,200	Valid
9	0,741	0,200	Valid
10	0,761	0,200	Valid

11	0,525	0,200	Valid
12	0,716	0,200	Valid
13	0,604	0,200	Valid
14	0,471	0,200	Valid
15	0,630	0,200	Valid
Turnover Intention Variable			
1	0,366	0,200	Valid
2	0,757	0,200	Valid
3	0,767	0,200	Valid
4	0,660	0,200	Valid
5	0,763	0,200	Valid
6	0,706	0,200	Valid
7	0,755	0,200	Valid
8	0,520	0,200	Valid
9	0,324	0,200	Valid
10	0,592	0,200	Valid
11	0,766	0,200	Valid
12	0,816	0,200	Valid
13	0,826	0,200	Valid
14	0,782	0,200	Valid

Source: Results of Questionnaire Data Analysis Using the IBM SPSS Statistics 25 Program

The pearson correlation value (r_{hitung}) of every questionnaire item is higher than r_{table} (0.200), and the significance value (Sig.) is less than the alpha value of 0.05, according to the data output in Table 1. Consequently, it can be said that every item in this research tool is legitimate and suitable for use as a research tool.

Reliability Test

Table 2. Reliability Test Results

Variables	r_{hitung}	$r_{tabel}5\% (94)$	Description
X1	0,898	0,200	Reliable
X2	0,892	0,200	Reliable
Y	0,914	0,200	Reliable

Source: Results of Questionnaire Data Analysis Using the IBM SPSS Statistics 25 Program

The reliability coefficient values of instruments X_1, X_2, and Y are 0.898, 0.892, and 0.914, respectively, according to the data from the reliability test results. These values are higher than r_{table} (0.200). This information leads to the conclusion that all of the research instrument's items are trustworthy or consistent, allowing for their use as research tools.

Classical Assumption Test

Table 3. Normalitas Test Results

One-Sample Kolmogorov-Smirnov Test		
N	Unstandardized Residual	
	94	
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	6.68989360
Most Extreme Differences	Absolute	.078
	Positive	.051
	Negative	-.078
Test Statistic		.078
Asymp. Sig. (2-tailed)		.200^{c,d}

a. Test distribution is Normal.

Source: Results of Questionnaire Data Analysis Using the IBM SPSS Statistics 25 Program

From this data it is known that the significance value is $0.200 > 0.05$, so it can be concluded that the data on leadership style, job satisfaction, and turnover intention are normally distributed.

Furthermore, Santoso (2023: 473) states that if the data plot (represented by a dot) remains within a straight line, the regression model is considered to be normally distributed. The following IBM SPSS Statistics 25 output demonstrates that the regression model satisfies the assumption of normality or that the model's residuals can be regarded as regularly distributed.

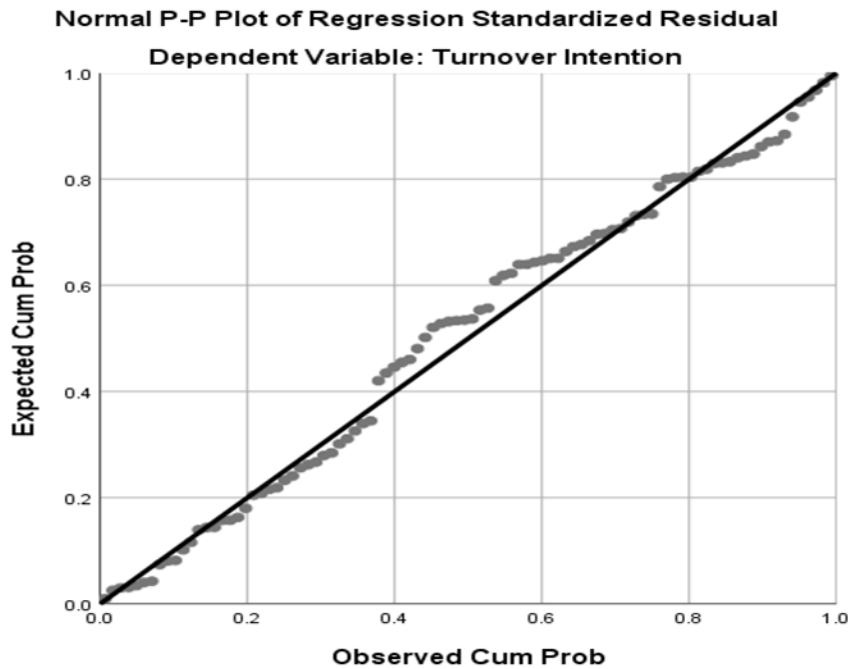


Figure 1. Data Plots that Show Normally Distributed Data

Source: Results of Questionnaire Data Analysis Using the IBM SPSS Statistics 25 Program

Heteroscedasticity Test

Table 4. Heteroscedasticity Test Results

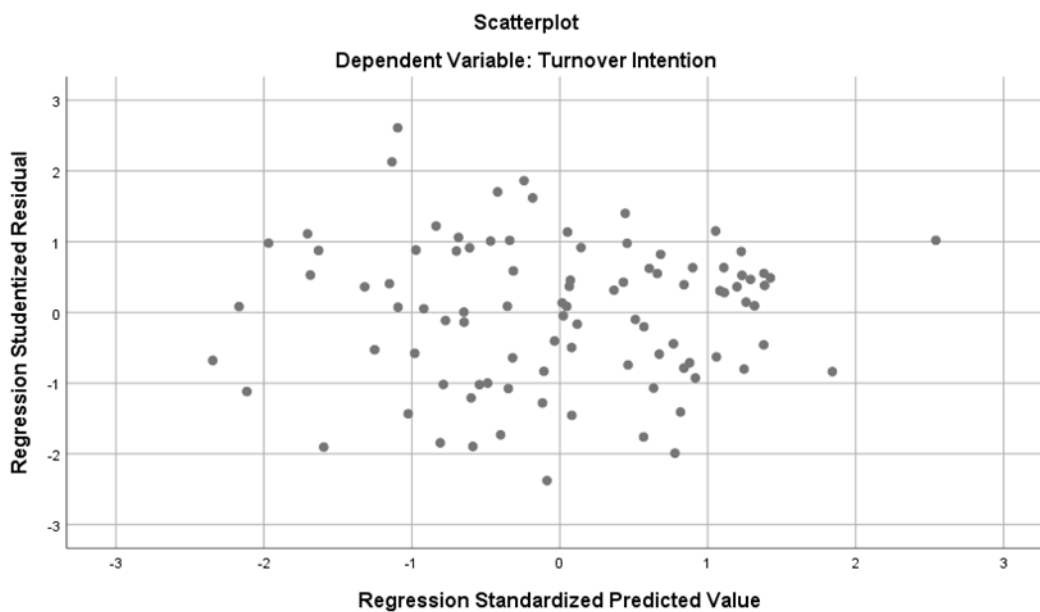
		Correlations			
			Leadership Style	Job Satisfacti on	Unstandardized Residual
Spearman's rho	Leadership Style	Correlation Coefficient	1.000	.653**	.001
		Sig. (2-tailed)	.	.000	.996
		N	94	94	94
	Job Satisfaction	Correlation Coefficient	.653**	1.000	-.014
		Sig. (2-tailed)	.000	.	.892
		N	94	94	94
	Unstandardized Residual	Correlation Coefficient	.001	-.014	1.000
		Sig. (2-tailed)	.996	.892	.
		N	94	94	94

***. Correlation is significant at the 0.01 level (2-tailed).*

Source: Results of Questionnaire Data Analysis Using the IBM SPSS Statistics 25 Program

Based on the data in table 4.12, the probability value (Sig.) of the leadership style variable (X1) is $0.996 > 0.05$ and job satisfaction (X2) is $0.892 > 0.05$. Thus it can be concluded that there are no symptoms of heteroscedasticity, because the significance value obtained is greater than 0.05.

To see whether or not there are symptoms of heteroscedasticity, it can also be done by looking at the scatter plot output of the IBM SPSS Statistics 25 program as shown below.



Scatterplot Output Data that Shows No Symptoms of Heteroscedasticity

Source: Results of Questionnaire Data Analysis Using the IBM SPSS Statistics 25 Program

Multicollinearity Test

Table 5. Multicollinearity Test Results

	Model	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	.581	1.721
	Job Satisfaction	.581	1.721

a. Dependent Variable: Turnover Intention

Source: Results of Questionnaire Data Analysis Using the IBM SPSS Statistics 25 Program

The SPSS 25 result table indicates that the tolerance value (0.581) > 0.100 and the VIF value (1.721) < 10. This demonstrates the absence of multicollinearity, which in this instance does not apply to the link between the variables of work satisfaction (X2) and leadership style (X1).

Hypothesis Test

Partial Test (t-test)

According to Sugiyono (2021), the t-test is a temporary answer to the problem formulation, which states the relationship between two or more variables. The hypothesis testing design is used to determine the correlation of the two variables studied.

The t-test will show how much the independent variable's influence is partially on the dependent variable. Decision-making is done by looking at the significance value in the following coefficients table.

Table 6. Partial t-test results

Model	Coefficients				t	Sig.	Collinearity Statistics	
	Unstandardized Coefficients	Standardized Coefficients	Std. Error	Beta			Tolerance	VIF
	B							
(Constant)	81.226		5.137		15.813	.000		
1 Leadership Style	-.410		.116	-.359	-3.526	.001	.581	1.721
Job Satisfaction	-.398		.106	-.383	-3.763	.000	.581	1.721

a. Dependent Variable: Turnover Intention

Source: Results of Questionnaire Data Analysis Using the IBM SPSS Statistics 25 Program

Based on the data in Table 6, conclusions regarding the extent to which the independent variables partially influence the dependent variable are drawn in two ways:

a. Comparing the Sig. value of the calculated t with the value of $\alpha = 0.05$

The basis for testing regression results is carried out with a confidence level of 95% or with a significance level of 5% ($\alpha = 0.05$). The criteria for the t-test, according to Ghozali (2017), are as follows:

- 1) If the significance value of the t-test > 0.05, then H₀ is accepted, and H_a is rejected. That is, there is no influence between the independent variable and the dependent variable.
- 2) If the significance value of the t-test < 0.05, then H₀ is rejected, and H_a is accepted. That is, there is an influence between the independent variable and the dependent variable.

Based on the t value in the Coefficients table, the effect of leadership style variables (X1) and job satisfaction (X2) on turnover intention (Y) is as follows:

- 1) The significance value of t (0.001) < 0.05, then H₀ is rejected, and H_a is accepted. That is, the leadership style variable (X1) influences the turnover intention variable (Y).
 - 2) The significance value of t (0.000) < 0.05, then H₀ is rejected, and H_a is accepted. That is, job satisfaction variables (X2) have an effect on turnover intention (Y).
- b. Comparing the effect of leadership style and job satisfaction variables with t_{count} and t_{table} through the partial t-test curve.

Before looking at the partial t-test curve, first look for the t_{table} value with the formula $t_{table} = (\alpha/2; n-k-1)$ so that the t-table value becomes $(0.05/2; 94-2-1) = (0.025; 91) = 1.990$. Previously, it was known that the t_{count} value for the leadership style variable (X1) was -3.526 and the job satisfaction variable (X2) was -3.763; because the t value of the variable was negative, the effect of the independent variable on the dependent variable was analyzed through the partial t test curve as follows.

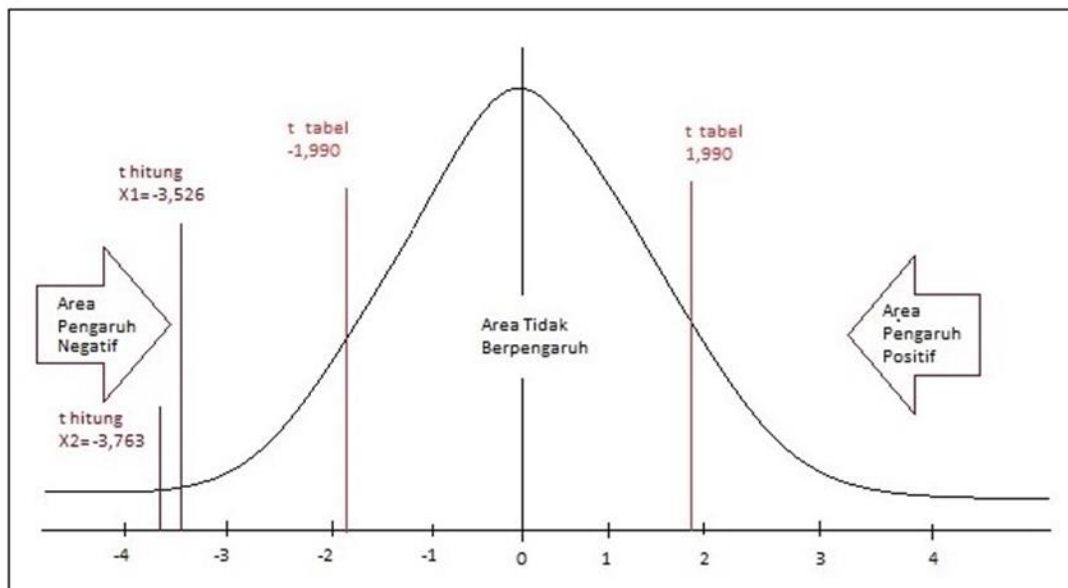


Figure 3. t Test Curve of the Effect of Leadership Style Variables and Job Satisfaction on Turnover Intention

Based on the curve, it can be concluded that:

1. The leadership style variable (X1) has a negative effect on the turnover intention variable (Y).
2. The job satisfaction variable (X2) has a negative effect on turnover intention (Y).

Based on these results, the conclusions (a) and (b) do not contradict each other, meaning that seen from the comparison of the significance value in t count with $\alpha = 0.05$ or through the comparison of the value of t count with t table through the partial t test curve analysis, the conclusion is the same.

Model Feasibility Test

Table 7. Anova Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3445.096	2	1722.548	37.661	.000 ^b
	Residuals	4162.185	91	45.738		

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Total	7607.281	93			

a. *Dependent Variable: Turnover Intention*
 b. *Predictors: (Constant), Job Satisfaction, Leadership Style*

Source: Results of Questionnaire Data Analysis Using the IBM SPSS Statistics 25 Program

The model is considered to match the observation data or the independent variable may explain the dependent variable if the Sig. value is less than α (0.05). Since the calculated F value is $37.661 > F$ table 3.09 and the Sig. value in the table is $0.000 < 0.05$, it can be said that work satisfaction (X2) and leadership style (X1) both have an impact on turnover intention (Y) at the same time.

Multiple Linear Regression Analysis

$$Y = a + B_1 X_1 + B_2 X_2 + e$$

Description:

Y : *Turnover intention*

X₁ : *Leadership style*

X₂ : *Job satisfaction*

a : *Constant*

B₁, B₂ : *Regression coefficient*

e : *Standard error*

To ascertain the extent to which the independent factors (work satisfaction and leadership style) concurrently influence the dependent variable (turnover intention), multiple linear regression analysis is used. SPSS 25 will be used to analyze the data for this study, and the results are displayed in the table below.

Table 8. Multiple Linear Regression Analysis Results Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	<i>(Constant)</i>	81.226	5.137		15.813	.000		
1	Leadership Style	-.410	.116	-.359	-3.526	.001	.581	1.721
	Job Satisfaction	-.398	.106	-.383	-3.763	.000	.581	1.721

a. *Dependent Variable: Turnover Intention*

Source: Results of Questionnaire Data Analysis Using the IBM SPSS Statistics 25 Program

The SPSS 25 output data is then entered into the following equation:

$$Y = a + B_1 X_1 + B_2 X_2 + e$$

$$Y = 81,226 - 0,410 X_1 - 0,398 X_2 + e$$

The multiple linear regression equation can be explained as follows:

1. The constant value (a) has a positive value of 81.226. The positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable. This shows that if the independent variable leadership style (X₁) and job satisfaction (X₂) is 0 or does not change, the turnover intention value is 81.226.
2. The regression coefficient value for the leadership style variable (X₁), which is -0.410. This value shows a negative influence (opposite direction) between the leadership style variable and turnover intention. This means that if the leadership style has increased by 1, the turnover intention value will decrease by 0.410, assuming that the other independent variables are considered constant.
3. The regression coefficient value for the job satisfaction variable (X₂), which is -0.398. This value indicates a negative effect (opposite direction) between the job satisfaction variable and turnover intention. This means that if the job satisfaction variable increases by 1, the turnover intention value will decrease by 0.398 with the assumption that the other independent variables are considered constant.

Correlation Coefficient (r) and Determination Analysis (R²)

Table 9. R Square Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.673 ^a	.453	.441	6.763009	1.583
<i>a. Predictors: (Constant), Job Satisfaction, Leadership Style</i>					
<i>b. Dependent Variable: Turnover Intention</i>					

Based on the data in the table, it can be seen that the Adjusted R Square value is 0.441. This shows that the percentage contribution of the influence of the independent variables (X₁ and X₂) on the dependent variable (Y) is 0.441 or 44.1%. Thus it can be concluded that the independent variables used in the model (leadership style and job satisfaction) are able to explain the percentage of the relationship between leadership style and job satisfaction on the dependent variable (turnover intention) by 44.1%, while 55.9% is influenced or explained by other variables not observed in this study. This means that turnover intention in teachers and employees of the Tarakanita Foundation in the Lahat Region, apart from being caused by leadership style and job satisfaction factors, is also influenced by other things that are not examined in this study, such as personality, employee attachment to work, emotional intelligence, job burnout, organizational commitment, workload, and other job opportunities.

Effect of Leadership Style on Turnover Intention

Teachers and staff at the Tarakanita Foundation Lahat Regional Office have a negative and significant impact on their intention to leave their jobs due to job satisfaction. The significant value of t (0.001) < 0.05 indicates this, hence H_a is accepted while H_o is rejected. In other words, there is a relationship between turnover intention and leadership style factors. Additionally, it is known that the leadership style variable's t value is -3.526 and its t table is 1.990. It is established from the partial t-test curve analysis that a negative t value means that there is a negative link between turnover intention and leadership style. In other words, the more effective the leadership style, the less likely the instructors and staff at Yayasan Tarakanita Wiyalah Lahat will want to leave.

The result of the Adjusted R Square test is 0.441. This indicates that the independent variable's influence on the dependent variable is 44.1%, falling into the category of moderately important variables. This indicates that the independent variables in the model can account for 44.1% of the percentage of the relationship between job satisfaction and leadership style on the dependent variable (turnover intention), while other variables not included in the model, such as personality, organizational commitment, emotional intelligence, employee attachment to work, job fatigue, workload, and other job opportunities, influence or account for 55.9% of the relationship (Aditia, 2021).

Based on the analysis of the frequency distribution table of respondents' responses on leadership style (X1), it can be seen that the leadership style at the Tarakanita Foundation Lahat Regional Office is in a good category, with the prominent leadership styles being directive and achievement orientation. Therefore, based on the Path-Goal Theory, which is the basis for determining the dimensions of leadership style in this research, it provides several recommendations: (1) leaders can apply a directive leadership style when tasks are complex, ambiguous, and stressful; (2) leaders can apply a supportive leadership style when structured tasks are getting boring, (3) leaders can apply a participative leadership style when subordinates need control, and (5) leaders can apply an achievement-oriented leadership style when subordinates need to excel in their duties.

Overall, the results showed that leadership style has a negative influence on turnover intention among teachers and employees of Yayasan Tarakanita Wilayah Lahat. This implies that if the leadership style applied is appropriate, the turnover intention of teachers and employees of the Tarakanita Foundation in the Lahat Region will decrease. The appropriate leadership style is able to make employees feel comfortable at work, and if this leadership style can be maintained properly, it will have implications for reducing turnover intention (Belete, 2018).

The results of this study are also in line with previous research conducted by Smama'h et. al (2023), Tshwane et. al (2023), Florida and Widayati (2021), Suhakim and Badrinath (2021), Komariah, Sukmawati, and Kuswanto (2021), Kerdngern and Thanitbenjasith (2017), Dhananjaya (2018), and Paripurna et. al (2017) which show the same results that leadership style has a negative effect on turnover intention.

The Effect of Job Satisfaction on Turnover Intention

Job satisfaction has a negative and significant effect on turnover intention in teachers and employees at the Tarakanita Foundation Lahat Regional Office (Jae, 2024b). This can be seen from the significance value of $t(0.000) < 0.05$, so H_0 is rejected and H_a is accepted. That is, there is an influence between job satisfaction variables and turnover intention. It is also known that the t value for the job satisfaction variable is -3.763 and t table 1.990. Based on the analysis using the partial t -test curve, it is known that the negative value of t indicates that the direction of the relationship between job satisfaction and turnover intention is negative. That is, the higher the job satisfaction, the lower the turnover intention of teachers and employees at Yayasan Tarakanita Wilayah Lahat.

The result of the Adjusted R Square test is 0.441. This indicates that the independent variable's influence on the dependent variable is 44.1%, falling into the category of moderately important variables. This indicates that the percentage of the relationship between leadership style and job satisfaction on the dependent variable (turnover intention) can be explained by variation in the independent variables used in the model by 44.1%, whereas other variables not included in the model, such as personality, employee attachment to work, emotional intelligence, work fatigue, organizational commitment, workload, and other job opportunities, influence or explain 55.1% of the relationship (Aditia, 2021).

Based on the analysis of the frequency distribution table of respondents' responses on job satisfaction (X2), the Tarakanita Foundation Lahat Regional Office is in a good category, with the dimensions of the

job itself and coworkers having the highest percentage, which is 86.00%. Referring to opinion Robbins and Judge (2018) say that the two dimensions that must be considered when a company or organization wants to reduce the probability of employee turnover (turnover) are the unity of workers with the job itself and coworkers, especially in a collective culture. The results of this study indicate that in these two dimensions get a high enough score so that the possibility of employee turnover caused by job satisfaction can be minimized.

Overall, the findings indicated that teachers' and staff members' intentions to leave the Tarakanita Foundation Lahat Region are negatively impacted by job satisfaction. This suggests that teachers and staff members of the Tarakanita Foundation in the Lahat Region will be less likely to leave their jobs if they are happy in their current positions. Low turnover intention is correlated with high employee job satisfaction, and vice versa (Alam & Asim, 2019).

The results of this study are also in line with previous research conducted by Maharani and Tamara (2024), Fitriyah (2023), Merdiani (2023), Siew (2022), Ghasempur, et. al. (2021), Suhakim and Badrinath (2021), Margaretha and Riana (2020), Ningsih and Putra (2020), Ratnaningsih (2021) which show that the higher the employee job satisfaction, the lower the turnover intention.

CONCLUSION

Based on the findings and data analysis presented in the previous chapter, it can be concluded that leadership style has a negative and significant impact on turnover intention, while job satisfaction also demonstrates a negative and significant influence on turnover intention. Educational organizations can leverage these findings by fostering leadership styles that promote inclusivity, transparency, and employee engagement to reduce turnover rates. Additionally, prioritizing initiatives that enhance job satisfaction, such as providing professional development opportunities, recognizing employee achievements, and ensuring a supportive work environment, can further mitigate turnover intention.

To build on these findings, future research could explore the role of organizational culture as a moderating variable between leadership style, job satisfaction, and turnover intention. It would also be beneficial to examine these relationships across different types of educational institutions, such as schools, colleges, and universities, to identify sector-specific strategies for reducing turnover intention. Furthermore, longitudinal studies could provide deeper insights into how changes in leadership styles and job satisfaction influence turnover over time.

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