Job Satisfaction's Dual Role in Transformational Leadership and Turnover Intention: An Islamic Boarding School Business Unit

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Abstract

This study examines the dual role of job satisfaction as both a mediating and moderating variable in the relationship between transformational leadership and turnover intention among employees in the business unit of the Sunan Drajat Islamic Boarding School in Lamongan. Adopting an explanatory research design, the study collected data from 93 employees through structured questionnaires and analyzed the results using Structural Equation Modeling (SEM). The findings reveal that job satisfaction significantly mediates the effect of transformational leadership on turnover intention, indicating that transformational leadership can indirectly reduce employees' desire to leave by enhancing job satisfaction. However, job satisfaction does not significantly moderate this relationship. Conducted within the context of a pesantren, the study suggests that transformational leadership, potentially reflecting Islamic leadership values such as siddiq (truthfulness), fathanah (wisdom), amanah (trustworthiness), and tabligh (communication), can foster job satisfaction and employee retention. Theoretically, this research contributes to the understanding of leadership dynamics in Islamic institutional management, emphasizing the importance of integrating spiritual and ethical dimensions into organizational practices. Practically, this study suggests that Islamic educational institutions should cultivate transformational leadership that embodies Islamic values to enhance employee job satisfaction and ultimately reduce turnover intentions.

Keywords: *Transformational Leadership, Job Satisfaction, Turnover Intention, Mediation, Moderation*

Introduction

Pesantren, as one of Indonesia's oldest educational institutions with deep cultural roots, have undergone significant transformation since the 1970s. This evolution is evident not only in their increasing numbers but also in the expansion of their educational systems across the nation. Traditionally, pesantren fulfill three primary functions.[1] as centers for nurturing competent religious scholars; second, as contributors to skilled human resource development; and third, as catalysts for community empowerment. These roles position pesantren not just as spiritual learning hubs, but also as vital social institutions driving societal change.[2,3,4] Empowerment, in this context, refers to efforts to improve the abilities of individuals and communities

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[1]   Ari Prasetyo, "Can Transformational Leadership Retain Employee through the Role of Job Satisfaction as a Mediative at The Sunan Drajat Lamongan Boarding School Business Unit?," *MEC-J (Management and Economics Journal),* Vol. 8, No. 1 (2024), 33-46, https://doi.org/10.18860/mec-j.v8i1.24172.

[2]   Muhammad Anwar Fathoni and Ade Nur Rohim, "Pesantren Value Added Sebagai Modal Pemberdayaan Ekonomi Masyarakat Kecamatan Cibadak Lebak Banten," *Islamic Economics Journal,* Vol. 5, No. 2, (2019), 221, https://doi.org/10.21111/iej.v5i2.4002.

[3]   Ahmad Agus Hidayat, *et. al.,* "Optimizing the Role of Kiai in Preparing Competitive Santri-preneurs," *Islamic Economics Journal (IEJ),* Vol. 8, No. 3, (2024), 195-205.

[4]   Syamsuri, "Pembangunan Ekonomi dalam Prespektif Islam: (Satu Analisis Pesantren Gontor dalam Memberdayakan Ekonomi Masyarakat)," *Islamic Economics Journal,* Vol. 2, No. 1, (2016), https://doi.org/10.21111/iej.v2i1.973.

so they can enhance their quality of life independently, especially in the economic sector.[5] In fulfilling their mission, pesantren actively adapt to social and economic shifts, a clear example being the establishment of pesantren based business units for economic empowerment.[6,7]

Pondok Pesantren Sunan Drajat in Lamongan exemplifies this adaptive model, actively functioning as an agent of community development and empowerment. Its success in integrating religious education with economic initiatives makes it an interesting subject for study. It serves as both a historically significant religious institution and an innovative case where tradition harmonizes with modernity through professionally managed business units. Operating under the Sunan Drajat Islamic Boarding School Foundation (*Yayasan Pondok Pesantren Sunan Drajat - PPSD*), these units offer a diverse range of services, products, and retail operations. The pesantren's management motto, "*excellent service with spirituality,*" underpins its vision to optimize the potential of pesantren-based businesses for professional performance and the development of a civil society (*masyarakat madani*). Each business unit operates efficiently through standardized procedures, fostering a conducive work environment that integrates an Islamic work culture. Furthermore, these units have adopted a Key Performance Indicator (KPI) based performance management system, where Islamic values are deeply embedded across all management levels.

The business unit leader at PPSD's enterprise division effectively manages a diverse range of human resources, including university-level *santri* (students) and community members. Operating within a professionally managed system, *santri* employees receive honorariums that reflect appreciation for their contributions. Due to the growing number of *santri* and broader community engagement, this development has had a positive impact on the expansion of the pesantren's business units.[8] Considering the diverse economic potential found across pesantren in Indonesia, it is highly appropriate for pesantren to play a key role in advancing the Islamic economic system.[9]

Employee turnover is a prevalent organizational challenge,[10] particularly in the era of globalization where retaining long-term employees is difficult.[11] Understanding

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[5]   Syamsuri, Deliar Agha Firdaus, and Imam Kamaluddin, "Peran LAZ Sidogiri dalam Memberdayakan Ekonomi Masyarakat Pasuruan Melalui Filantropi Islam," *Islamic Economics Journal,* Vol. 6, No. 2, (2020), 245, https://doi.org/10.21111/iej.v6i2.5409.

[6]   Maulia Rahmatika and Sunan Fanani, "Peran Pondok Pesantren Sunan Drajat dalam Pemberdayaan Ekonomi," *Jurnal Ekonomi Syariah Teori dan Terapan,* Vol. 6, No. 10, (2020), 2052, https://doi.org/10.20473/vol6iss201910pp2052-2061.

[7]   Adib Susilo, "Kontribusi Waqf Gontor terhadap Kesejahteraan Masyarakat Desa Gontor," *Islamic Economics Journal,* Vol. 2, No. 1, (2016), https://doi.org/10.21111/iej.v2i1.967.

[8]   Andi Triyawan, "Pengaruh Pengelolaan Unit-Unit Usaha Pondok Terhadap Pembentukan Jiwa Wirausaha Santri (Studi Kasus Unit-Unit Usaha Pondok Modern Darussalam Gontor Putri 2)," *Islamic Economics Journal,* Vol. 2, No. 2 (2016), 207-18, https://doi.org/10.21111/iej.v2i2.1390.

[9]   Atika Rukminastiti Masrifah, "Efisiensi Baitul Māl Wat Tamwīl (BMT) Pesantren di Indonesia," *Islamic Economics Journal,* Vol. 6, No. 1 (2020), 75, https://doi.org/10.21111/iej.v6i1.4548.

[10]   Charles E. Michaels and Paul E. Spector, "Causes of Employee Turnover: A Test of the Mobley, Griffeth, Hand, and Meglino Model," *Journal of Applied Psychology,* Vol. 67, No. 1, (1982), 53-59, https://doi.org/10.1037/0021-9010.67.1.53.

[11]   Olaoluwa J. Oluwafemi, "Predictors of Turnover Intention among Employees in Nigeria's Oil Industry," *Organizations and Markets in Emerging Economies*, Vol. 4, No. 2, (2013), 42-63, https://doi.org/10.15388/omee.2013.4.2.14249.

its root causes is critical, as turnover incurs significant costs, including those related to promotion, recruitment, and training.[12] High turnover rates have negative consequences at both the individual and organizational levels, including the loss of talented employees, erosion of institutional knowledge, disruptions in task completion, and increased operational costs. In knowledge-based and mission-driven institutions like pesantren, employee turnover can also affect the consistency of service quality and institutional integrity.[13] Given these adverse impacts, organizational leaders are increasingly seeking effective policies and leadership strategies to retain talent and reduce turnover intention.[14]

The notable achievements of these business units underscore the critical role of leadership quality. Effective leadership is crucial in ensuring operational efficiency, promoting adaptability to change, and driving technological innovation.[15]Among various leadership styles, transformational leadership emerges as particularly influential in achieving these objectives.[16] This approach motivates and inspires team members to embrace innovation and adapt proactively, cultivating a forward-thinking organizational culture.[17] It encourages non-traditional approaches to problem-solving, decision-making, and performance improvement.[18]

However, transformational leadership's implementation requires robust strategies for explo Despite its strengths, the successful implementation of transformational leadership depends on the organization's ability to explore opportunities and execute strategies effectively. In the absence of such capabilities, its impact may be diminished.[19] One potential sign of ineffective leadership implementation is the emergence of turnover intention among employees.

Previous studies examining the relationship between transformational leadership and turnover intention have yielded mixed findings, indicating the presence of

[12] Guntur Rinaldi and Abdul Haeba Ramli, "Pengaruh Tranformational Leadership Terhadap Turnover Intention Pada Karyawan Perusahaan Swasta di Jakarta," *Jurnal Pengabdian Kepada Masyarakat Nusantara (JPkMN),* Vol. 4, No. 4, (2023), 3088-94, https://doi.org/http://doi.org/10.55338/jpkmn.v4i4.1699.

[13] Vimala Kadiresan, *et. al.,* "Performance Appraisal and Training and Development of Human Resource Management Practices (HRM) on Organizational Commitment and Turnover Intention," *Asian Social Science,* Vol. 11, No. 24, (2015), 162-76, https://doi.org/10.5539/ass.v11n24p162.

[14] Dong Liu, *et. al.,* "When Employees are Out of Step With Coworkers : How Job Satisfaction Trajectory and Dispersion Influence Individual and Unit Level Voluntary Turnover," *Academy of Management Journal,* Vol. 55, No. 6, (2012), 1360-80.

[15] Florian Tagscherer and Claus Christian Carbon, "Leadership for Successful Digitalization: A Literature Review on Companies' Internal and External Aspects of Digitalization," *Sustainable Technology and Entrepreneurship,* Vol. 2, No. 2, (2023): 100039, https://doi.org/10.1016/j.stae.2023.100039.

[16] Yunita Noor Azizah, *et. al.,* "Transformational or Transactional Leadership Style : Which Affects Work Satisfaction and Performance of Islamic University Lecturers during Covid-19 Pandemic ?," *Systematic Reviews in Pharmacy,* Vol. 11, No. 7, (2020), 577-88.

[17] Philip M. Podsakoff, *et. al.,* "Transformational Leader Behaviors and Their Effects on Followers' Trust in Leader, Satisfaction, and Organizational Citizenship Behaviors," *Leadership Quarterly,* Vol. 1, No. 2, (1990), 107-42.

[18] B. J Avolio, *Full Leadership Development: Building the Vital Forces in Organizations* (Thousand Oaks CA: Sage, 1999); B. M Bass, *Transformational Leadership: Industry, Military, and Educational Impact* (Mahwah, NJ: Erlbaum Associates, 1998); B. M Bass and B. J Avolio, *Improving Organizational Effectiveness through Transformational Leadership* (Sage Publications, 1994).

[19] Busthomi Ibrahim, *et. al.,* "Transformational Leadership and Organizational Commitment: Moderator Role of Pesantren Employee Job Satisfaction," *International Journal of Evaluation and Research in Education,* Vol. 12, No. 4, (2023), 1934-43, https://doi.org/10.11591/ijere.v12i4.24966.

a research gap. Some research suggests a significant negative relationship.[20,21,22,23] However, others report a positive but insignificant relationship,[24,25,26,27] or even no significant effect of supervisor behavior.[28] These inconsistencies suggest that additional variables, such as mediators or moderators, may play a role in shaping this relationship.[29]

Job satisfaction plays a pivotal role in understanding employee behavior within organizations. It reflects employees' overall attitudes toward their work, including emotional responses, perceived fairness of rewards, and alignment with personal values and expectations.[30] Job satisfaction was chosen in this study for its critical role in shaping workplace outcomes. As a mediating variable, job satisfaction explains how transformational leadership influences turnover intention: effective leadership enhances employee satisfaction, which in turn reduces the likelihood of employees leaving the organization.[31,32,33,34] As a moderating variable, job satisfaction can either

[20] Mahmoud Kamal Abouraia and Saad Mohammed Othman, "Transformational Leadership, Job Satisfaction, Organizational Commitment, and Turnover Intentions: The Direct Effects among Bank Representatives," *American Journal of Industrial and Business Management,* Vol. 7, No. 4, (2017), 404-23, https://doi.org/10.4236/ajibm.2017.74029; Prasetyo, "Can Transformational Leadership Retain Employee through The Role of Job Satisfaction as a Mediative at The Sunan Drajat Lamongan Boarding School Business Unit?"; Putu Vika, *et. al.,* "Transformational Leadership Workers and Training Structures with Turnover Intention with Work Results as a Provision," *American International Journal of Business Management (AIJBM),* Vol. 3, No. 4, (2020), 46-58, www.aijbm.com.

[21] F Luthans, C. M Youssef, and B. J Avolio, *Psychological Capital and Beyond* (Oxford University Press, 2015); Gary Yuki, *Leadership in Organizations* (Jakarta: PT. Indeks, 2010).

[22] Taekyung Park and Barbara Pierce, "Impacts of Transformational Leadership on Turnover Intention of Child Welfare Workers," *Children and Youth Services Review,* Vol. 108, No. 4, (2020), 104624, https://doi.org/10.1016/j.childyouth.2019.104624.

[23] Michael Asiedu Gyensare, *et. al.,* "Linking Transformational Leadership to Turnover Intention in the Public Sector," *African Journal of Economic and Management Studies,* Vol. 8, No. 3, (2017), 314-37, https://doi.org/10.1108/ajems-07-2016-0099.

[24] Alicia Jiang Ping Lim, Joshua Teck Khun Loo, and Pey Huey Lee, "The Impact of Leadership on Turnover Intention: The Mediating Role of Organizational Commitment and Job Satisfaction," *Journal of Applied Structural Equation Modeling*, Vol. 1, No. 1, (2017), 27-41; Tedi Hidayat, *et. al.,* "Covid-19 Outbreak Effects on Leadership, Job Satisfaction and Turnover Intention: A Mediating Model of Indonesian Banking Sector," *International Journal of Industrial Management,* Vol. 10, No. 1, (2021), 113-28, https://doi.org/10.15282/ijim.10.1.2021.6011.

[25] Cynthia Mathieu, *et. al.,* "The Role of Supervisory Behavior, Job Satisfaction and Organizational Commitment on Employee Turnover," *Journal of Management and Organization,* Vol. 22, No. 1, (2016), 113-29, https://doi.org/10.1017/jmo.2015.25.

[26] Ibid.

[27] Lim, Loo, and Lee, "The Impact of Leadership on Turnover Intention: The Mediating Role of Organizational Commitment and Job Satisfaction."

[28] Mathieu, *et. al.,* "The Role of Supervisory Behavior, Job Satisfaction and Organizational Commitment on Employee Turnover."

[29] John W Creswell and David J. Creswell, *Research Design Qualitative, Quantitative, and Mixed Methods Approaches,* (Sage Publications, 2018).

[30] Robert Eisenberger, *et. al.,* "Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention," *Journal of Applied Psychology,* Vol. 87, No. 3, (2002), 565-73, https://doi.org/10.1037/0021-9010.87.3.565.

[31] Prasetyo, "Can Transformational Leadership Retain Employee through The Role of Job Satisfaction as a Mediative at The Sunan Drajat Lamongan Boarding School Business Unit?"

[32] Abouraia and Othman, "Transformational Leadership, Job Satisfaction, Organizational Commitment, and Turnover Intentions: The Direct Effects among Bank Representatives."

[33] I Gede, *et. al.,* "Transformational Leadership, Work Stress and Turnover Intention: The Mediating Role of Job Satisfaction," *American Journal of Humanities and Social Sciences Research*, No. 5, (2021), 146-57, www.ajhssr.com.

[34] Alicia Jia Ping Lima, Joshua Teck Khun Loob, and Pey Huey Leec, "The Impact of Leadership

strengthen or weaken the relationship between transformational leadership and turnover intention. When satisfaction is high, the positive impact of transformational leadership on reducing turnover becomes stronger; when satisfaction is low, this relationship may be weakened or even negated.[35,36]

In the broader context of human resource management, job satisfaction is a key element in human resource management because satisfied employees tend to be more loyal, stay longer, and support organizational objectives.[37,38] Given these roles, job satisfaction is considered both a strategic organizational goal and a psychological mechanism that affects employee retention and performance.

To address this gap, this study aims to examine the dual role of job satisfaction as a mediator and a moderator in the relationship between transformational leadership and turnover intention within the business unit at Pondok Pesantren Sunan Drajat Lamongan. This study offers novelty by investigating the dual role of job satisfaction, building upon previous research that has primarily focused on its mediating function.

Literature Review

Transformational Leadership

Transformational leadership aligns well with the pesantren environment due to its four key characteristics:[39] idealized influence (a leader's charisma inspiring dedication and trust through vision, commitment, and consistent decision-making),[40] inspirational motivation (instilling high enthusiasm and encouraging pursuit of organizational goals), intellectual stimulation (fostering innovation, critical thinking, and new ideas), and individualized consideration (attentiveness to individual needs, concerns, and supporting personal growth through education and training).

Furthermore, in Islam, transformational leadership aligns with values such as *amanah, ihsan,* and *shura,* as it emphasizes humility, collaboration, and moral responsibility.[41] An ideal leader, exemplified by Prophet Muhammad, inspires and guides the community toward shared goals.[42] Transformational leadership also

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on Turnover Intention: The Mediating Role of Organizational Commitment and Job Satisfaction," *Journal of Applied Structural Equation Modeling,* Vol. 1, No. 1, (2017), 27-41.

[35] Busthomi Ibrahim, *et. al.,* "Transformational Leadership and Organizational Commitment: Moderator Role of Pesantren Employee Job Satisfaction," *International Journal of Evaluation and Research in Education (IJERE),* Vol. 12, No. 4, (2023), 1934.

[36] Evelyn Gan and Mung Ling Voon, "The Impact of Transformational Leadership on Job Satisfaction and Employee Turnover Intentions: A Conceptual Review," *SHS Web of Conferences,* Vol. 124, (2021), 08005, https://doi.org/10.1051/shsconf/202112408005.

[37] Bathena Z., "Why Job Satisfaction Is an Important Phenomenon of the Vicious Circle," 2018.

[38] Hengki Degrafe Linggiallo, *et. al.,* "The Effect of Predictor Variables on Employee Engagement and Organizational Commitment and Employee Performance," *Management Science Letters,* Vol. 11, (2021), 31-40, https://doi.org/10.5267/j.msl.2020.8.033.

[39] B. M Bass and B. J Avolio, *Improving Organizational Effectiveness through Transformational Leadership* (Sage Publications, 1994).

[40] Mina Manjurul Hossain Reza, "Components of Transformational Leadership Behavior," *EPRA International Journal of Multidisciplinary Research,* Vol. 5, No. 3, (2019).

[41] Naji Zuhair AlSarhi, *et. al.,* "The West and Islam Perspective of Leadership," *International Affairs and Global Strategy,* No. 18, (2014), 42-56, https://www.iiste.org/Journals/index.php/IAGS/article/view/11328.

[42] Moh Arif, "Prophetic Leadership in Forming the Religious Moderation Values in Islamic

mirrors the Islamic philosophy of servant leadership by prioritizing influence, inspiration, intellectual growth, and personal attention.[43] A leader's vision and sincerity motivate followers to grow and work beyond self-interest toward a shared purpose.[44] Ultimately, integrating these Islamic values ensures a more holistic and ethically grounded application of transformational leadership within the pesantren context.

Transformational leaders focus on individual achievement, set high expectations, seek recognition, and exhibit admired behaviors.[45] This leadership style is demonstrated through various behavioral patterns. As role models, transformational leaders earn admiration and trust from their subordinates.[46] They are visionaries who convey organizational goals compellingly, motivating team members to transcend personal interests and deepen organizational commitment.[47]

Job Satisfaction

Job satisfaction reflects employees' perceptions and emotional attitudes toward various aspects of their work, such as the work environment, type of tasks, social relationships, and the rewards they receive.[48] Job satisfaction is also defined as an attitude that expresses an individual's feelings toward their job or work setting at a specific point in time.[49] For members to be committed to their organization, they must feel satisfied with their work; in other words, employee job satisfaction is a crucial prerequisite for developing organizational commitment.[50] Job satisfaction plays an essential role in both employee well-being and organizational success.[51]

Education Institutions," *Cendekia: Jurnal Kependidikan dan Kemasyarakatan*, Vol. 19, No. 2, (2021), 219-35, https://doi.org/10.21154/cendekia.v19i2.3109.

[43] Abdulkarim Abdallah, *et. al.*, "A Review of Islamic Perspectives on Leadership.," *International Journal of Scientific Research and Management*, Vol. 7, No. 11, (2019), 574-78, https://doi.org/10.18535/ijsrm/v7i11.sh02.

[44] Hira Khan, *et. al.*, "Impact of Transformational Leadership on Work Performance, Burnout and Social Loafing: A Mediation Model," *Future Business Journal*, Vol. 6, No. 1, (2020), 1-13, https://doi.org/10.1186/s43093-020-00043-8.

[45] Nguyen Hai Thanh and Nguyen Van Quang, "Transformational, Transactional, Laissez-Faire Leadership Styles and Employee Engagement: Evidence From Vietnam's Public Sector," *SAGE Open*, Vol. 12, No. 2, (2022), https://doi.org/10.1177/21582440221094606.

[46] Bass and Avolio, *Improving Organizational Effectiveness through Transformational Leadership*.

[47] Muhammad Neveed Jabbar, Waqas Mahmood, and Ghulam Qambar, "Mediating Role of Organizational Commitment and Work Environment on the Relationship between Transformational Leadership and Job Satisfaction," *Talent Development & Excellence*, Vol. 12, No. 2, (2020), 3974-88.

[48] Aulia Rahman and Syahrizal Syahrizal, "Effect of Compensation and Career Development on Turnover Intention: Job Satisfaction as a Mediation Variable" *Proceedings of the 2nd Padang International Conference on Education, Economics, Business and Accounting (PICEEBA)*, Vol. 64, No. 4, (2019), 471-77, https://doi.org/10.2991/piceeba2-18.2019.25.

[49] John R Schermerhorn, James G Hunt, and Richard N Osborn, *Organizational Behavior*, *Proceedings of the National Academy of Sciences*, 7th ed., Vol. 3, (2002), http://dx.doi.org/10.1016/j.bpj.2015.06.056%0Ahttps://academic.oup.com/bioinformatics/article-abstract/34/13/2201/4852827%0Ainternal-pdf://semisupervised-3254828305/semisupervised.ppt%0Ahttp://dx.doi.org/10.1016/j.str.2013.02.005%0Ahttp://dx.doi.org/10.10.

[50] Fatma Cherif, "The Role of Human Resource Management Practices and Employee Job Satisfaction in Predicting Organizational Commitment in Saudi Arabian Banking Sector," *International Journal of Sociology and Social Policy*, Vol. 40, No. 7-8, (2020), 529-41, https://doi.org/10.1108/IJSSP-10-2019-0216.

[51] Ari Prasetyo and Zakik, "Driving Islamic Work Performance from Transactional Leadership and the Mediation Role of Job Satisfaction in Sharia Retails," *Al-Uqud: Journal of Islamic Economics*, Vol. 8, No. 4, (2024), 29-41, https://journal.unesa.ac.id/index.php/jie/article/view/27791.

According to research by[52] job satisfaction is the accumulation of employees' positive and negative attitudes toward their work, which later develop into beliefs or intentions and are eventually expressed through behavior. Job satisfaction is crucial in fostering employee motivation and promoting positive behavior in the workplace.[53] When employees feel appreciated and satisfied, they tend to produce high-quality performance, while dissatisfaction reflects discomfort in the workplace.[54]

One important consequence of job satisfaction levels is the intention to stay or leave the organization. Overall, job satisfaction has been concluded to be a strong predictor of turnover intention. Employees who are satisfied with their jobs tend to be more emotionally and professionally attached to the organization, thus reducing their desire to seek other employment opportunities.[55,56] On the other hand, low job satisfaction increases the likelihood of turnover intention, as employees feel that the organization is not meeting their expectations.[57]

Turnover Intention

Turnover intention refers to an employee's desire or intention to voluntarily leave their job soon and is considered a primary predictor of actual turnover behavior.[58] According to research,[59] turnover intention is the conscious and voluntary tendency of individuals to plan to leave an organization. It often reflects dissatisfaction with various aspects of work, such as leadership, work environment, workload, or lack of recognition and career development.[60]

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[52] Anthony P. Sweeney, Thomas H. Hohenshil, and Jimmie C. Fortune, "Job Satisfaction among Employee Assistance Professionals: A National Study," *Journal of Employment Counseling*, Vol. 39, No. 2, (2002), 50-60, https://doi.org/10.1002/j.2161-1920.2002.tb00837.x.

[53] Naimatullah Shah, Zahir Irani, and Amir M. Sharif, "Big Data in an HR Context: Exploring Organizational Change Readiness, Employee Attitudes and Behaviors," *Journal of Business Research*, Vol. 70, (2017), 366-78, https://doi.org/10.1016/j.jbusres.2016.08.010.

[54] Fahmi Natigor Nasution and Ahmad Rafiki, "Islamic Work Ethics, Organizational Commitment and Job Satisfaction of Islamic Banks in Indonesia," *RAUSP Management Journal*, Vol. 55, No. 2, (2020), 195-205, https://doi.org/10.1108/RAUSP-01-2019-0011.

[55] Martin Ahlenius and Jonas Kågström, "Fat Cats or Sociable Wolves? Swedish Real Estate Brokers and Intrinsic Rewards - A Quantitative Empirical Generalization," *Journal of European Real Estate Research*, Vol. 16, No. 1, (2023), 92-110, https://doi.org/10.1108/JERER-09-2022-0024.

[56] Jung Woo Han, "A Review of Antecedents of Employee Turnover in the Hospitality Industry on Individual, Team and Organizational Levels," *International Hospitality Review*, Vol. 36, No. 1, (2022), 156-73, https://doi.org/10.1108/ihr-09-2020-0050.

[57] John P. Meyer, Thomas E. Becker, and Christian Vandenberghe, "Employee Commitment and Motivation: A Conceptual Analysis and Integrative Model," *Journal of Applied Psychology*, Vol. 89, No. 6, (2004), 991-1007, https://doi.org/10.1037/0021-9010.89.6.991.

[58] Michaels and Spector, "Causes of Employee Turnover: A Test of the Mobley, Griffeth, Hand, and Meglino Model."

[59] John P. Meyer and Robert P. Tett, "Job Satisfaction, Organizational Commitment, Turnover Intention, and Turnover: Path Analyses Based on Meta-Analytical Findings," *Personnel Psychology*, Vol. 4, (1993), 259-93.

[60] Rodger W Griffeth, Peter W Hom, and Stefan Gaertner, "A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium," *Journal of Management*, Vol. 26, No. 3, (2000), 463-88.

Several previous studies have shown that turnover intention has a serious impact on organizational performance.[61,62,63] High turnover rates can lead to increased recruitment and training costs, decreased productivity, and the loss of valuable knowledge and experience within the organization.[64] Therefore, understanding the factors that influence turnover intention is crucial for human resource management in retaining competent employees.

One of the factors consistently found to have a negative relationship with turnover intention is job satisfaction. Transformational leadership is also a significant variable that has been widely studied in relation to turnover intention. Leaders who are able to inspire, provide motivation, and pay attention to the individual needs of employees can reduce the level of turnover intention by enhancing job satisfaction and emotional attachment to the organization. Thus, turnover intention is not merely an individual issue, but also a reflection of the overall organizational condition, including leadership style, job satisfaction, organizational culture, and managerial support.

H_1: Transformational leadership has a significant negative effect on turnover intention.

H_2: Job satisfaction mediates the relationship between transformational leadership and turnover intention.

H_3: Job satisfaction moderates the effect of transformational leadership on turnover intention.
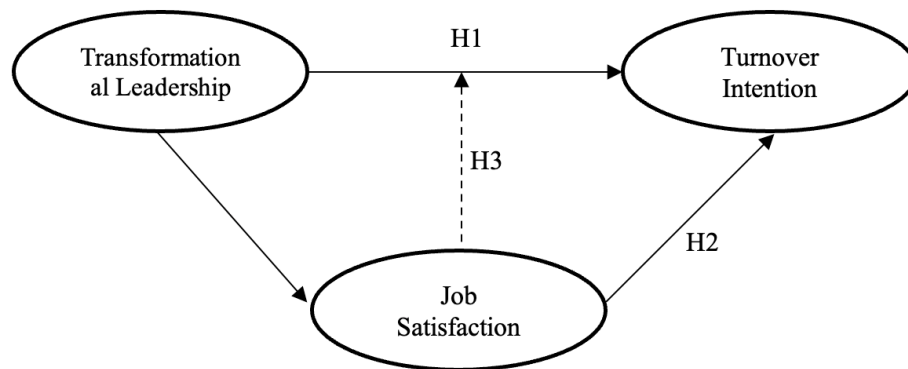
Research Model

Figure 1. Research Model

[61] Ernest Kissi, *et. al.,* "Mediating Role of Work Engagement in the Relationship between Supervisor Support and Turnover Intention among Construction Workers," *Engineering, Construction and Architectural Management* Vol. 31, No. 13, (2023), 102-20, https://doi.org/10.1108/ECAM-06-2023-0556.

[62] Maryam Saeed, "Mediation Effect of Psychological Contract between Personality Dimensions and Turnover Intention," *Journal of Economics, Finance and Administrative Science,* Vol. 25, No. 50, (2020), 205-19, https://doi.org/10.1108/JEFAS-06-2019-0101.

[63] Ana Junça Silva and Rosa Rodrigues, "Affective Mechanisms Linking Role Ambiguity to Employee Turnover," *International Journal of Organizational Analysis*, Vol. 32, No. 11, (2024), 1-18, https://doi.org/10.1108/IJOA-08-2023-3891.

[64] Julie I. Hancock, *et. al.,* "Meta-Analytic Review of Employee Turnover as a Predictor of Firm Performance," *Journal of Management*, Vol. 39, No. 3, (2013), 573-603, https://doi.org/10.1177/0149206311424943.

Methodology

This study uses an explanatory research design to investigate causal relationships between its variables. We employed purposive sampling to select participants who were uniquely knowledgeable and relevant to our specific context and objectives.[65] Our sample comprises 93 employees from the business units of Pondok Pesantren Sunan Drajat (PPSD) in Lamongan. The variables are defined as follows: Transformational leadership is the independent variable, job satisfaction serves as both the mediating and moderating variable, and turnover intention is the dependent variable. Data were collected via structured questionnaires using a five-point Likert scale (ranging from 1 for "Strongly Disagree" to 5 for "Strongly Agree").

Structural Equation Modeling (SEM), utilizing SmartPLS 4.0.1, was employed for data analysis. This particular SEM approach was chosen due to its robustness in handling complex models that involve both mediating and moderating effects, as well as its suitability for research with relatively smaller sample sizes, where assumptions about data normality may be less stringent.[66] It is particularly effective for predicting and explaining relationships between latent variables.

Results and Discussion

A study was conducted among the employees of the PPSD Lamongan business unit, involving a sample of 93 employees. The data collected from the questionnaire will be analyzed, and the results will be processed using SEM PLS analysis.

Table 1. Profile of Employees at the PPSD Lamongan Business Unit

Characteristic	Category	Frequency	Percentage
	>20 years	11	11.8%
	20-30 years	76	81.7%
Age	31-40 years	5	5.4%
	41-50 years	1	1.1%
	Total	93	100.0%
	Male	42	45.2%
Gender	Female	51	54.8%
	Total	93	100.0%
	Junior High School (SMP)	1	1.1%
	High School (SMA)	39	41.9%
Education	D1/D2/D3	2	2.2%
	Bachelor's Degree (S1)	51	54.8%
	Total	93	100.0%
	< 1 year	25	26.9%
Length of	1-5 years	61	65.6%
Employment	6-10 years	7	7.5%
	Total	93	100.0%

Source: Author (2025)

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[65] Steve Campbell, *et. al.*, "Purposive Sampling: Complex or Simple? Research Case Examples," *Journal of Research in Nursing*, Vol. 25, No. 8, (2020), 652-61, https://doi.org/10.1177/1744987120927206.

[66] Joe F. Hair, Matthew C. Howard, and Christian Nitzl, "Assessing Measurement Model Quality in PLS-SEM Using Confirmatory Composite Analysis," *Journal of Business Research*, Vol. 109, No. 4, (2020), 101-10, https://doi.org/10.1016/j.jbusres.2019.11.069.

Validity and Reliability Test

The next step involves Partial Least Squares Structural Equation Modeling (PLS-SEM), which includes outer model and inner model testing. In the outer model, several measurement aspects were assessed, including convergent validity, construct validity, discriminant validity, and construct reliability. Convergent validity was evaluated through loading factor values, where all indicators for each variable exceeded the minimum threshold of 0.5, indicating adequate representation of their respective constructs. Additionally, the Average Variance Extracted (AVE) values for all constructs were above 0.5, confirming good construct validity. Construct reliability was also established, with reliability coefficients surpassing the required threshold of 0.7. Discriminant validity, as tested using the Fornell-Larcker Criterion, demonstrated that each construct shared more variance with its own indicators than with other constructs, thereby confirming that the constructs are distinct. Overall, these results indicate that the measurement model is reliable and valid for further analysis.

Table 2. Discriminant Validity Based on The Fornell-Larcker Criterion

Variable	Job Satisfaction	Transformational Leadership	Turnover Intention
Job Satisfaction	0.835		
Transformational Leadership	0.812	0.833	
Turnover Intention	-0.490	-0.391	0.804

Source: Author (2025)

The results of the discriminant validity test indicate that each variable has good validity, as evidenced by the square root of the AVE values being greater than the correlations with other variables. Job Satisfaction has the highest value at 0.835, followed by Transformational Leadership at 0.833, and Turnover Intention at 0.804. The negative correlations between Turnover Intention and Job Satisfaction (-0.490) and Transformational Leadership (-0.391) indicate an inverse relationship between these variables. Adequate discriminant validity ensures that each variable better represents its own indicators than those of other constructs.

After completing all validity tests, the next step is reliability testing. Construct reliability, measured by composite reliability, indicates that a variable is consistent or reliable in measuring its latent variable if the composite reliability and Cronbach's alpha values are above 0.70. The results are as follows:

Table 3. Construct Reliability Testing

Variable	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0.952	0.960
Transformational Leadership	0.957	0.963
Turnover Intention	0.893	0.922

Source: Author (2025)

The results of the reliability analysis indicate that all variables have Cronbach's Alpha and Composite Reliability values above 0.7, signifying good internal consistency. Job Satisfaction demonstrates high reliability with Cronbach's Alpha of 0.952 and Composite Reliability of 0.960, followed by Transformational Leadership with values of 0.957 and 0.963, respectively. Turnover Intention also shows strong reliability with Cronbach's Alpha of 0.893 and Composite Reliability of 0.922. All variables are deemed reliable for further analysis.

Inner Model Testing

The next step is testing the structural model, which aims to determine whether there are significant relationships between the variables in the model. This test is conducted using a t-test, where a variable is considered to have a significant effect if the p-value is less than 0.05. The calculation results are shown in Figure 1. Table 6 summarizes the estimated coefficients, t-statistics, and p-values for the direct, moderating, and mediating effects among the variables in this study.
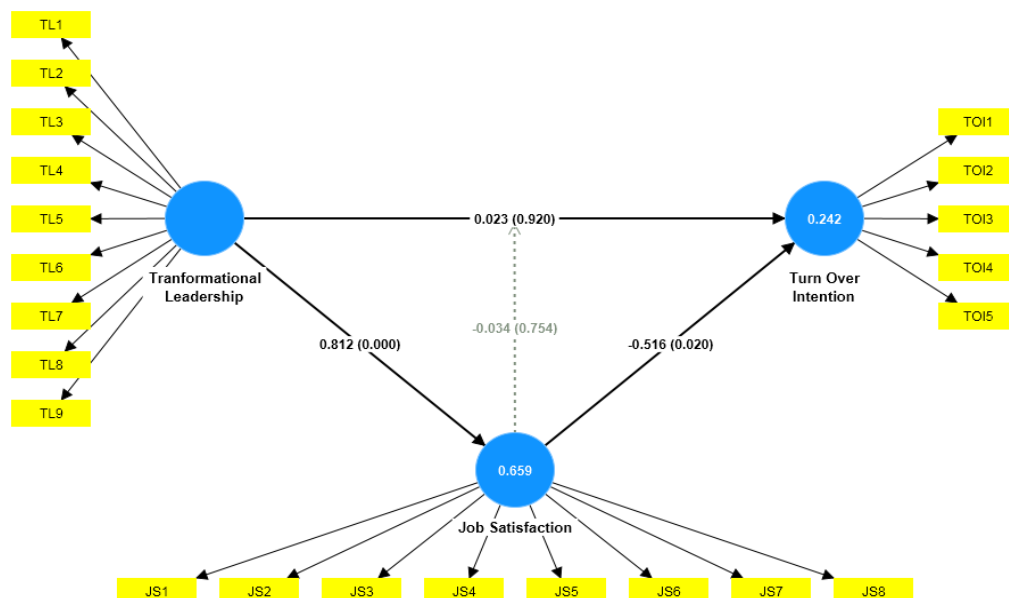

Figure 1. Inner Test/Structural Model
Source: Author (2025)

Here are the estimated values for each relationship between the variables in the study:

Table 6. Testing of Direct and Indirect Effects

Relationship Between Variables	Coefficent	T Statistics	P Values
Direct Effect			
Transformational Leadership ➔ Turnover Intention	-0.023	0.034	0.920
Moderating Effect			
Transformational Leadership* Job Satisfaction ➔ Turnover Intention	-0.122	1.285	0.199
Mediating Effect			
Transformational Leadership ➔ Job Satisfaction, Turnover Intention	-0.515	2.674	0.008
R Square	0.388		

Source: Author (2025)

The results indicate that transformational leadership has a negative but insignificant direct effect on turnover intention (p = 0.920). Job satisfaction fully mediates this relationship (p = 0.008), while its moderating effect is adverse but not statistically significant (p = 0.199), suggesting that job satisfaction weakens the influence without achieving statistical significance. The combined explanatory power (R^2) of the model is 0.388 (38.8%). The model's predictive relevance (Q^2) is 0.804 (>0), indicating good predictive ability. Additionally, the SRMR value of 0.079 (<0.08) confirms the model's good fit.

Discussion

The Influence of Transformational Leadership on Turnover Intention

This study finds a positive insignificant relationship between transformational leadership and turnover intention. This finding is consistent with previous studies which indicate that transformational leadership does not have a direct impact on turnover intention.[67,68,69] This suggests that the behavior of supervisors alone does not strongly influence employees' decisions to leave the organization.

At Pondok Pesantren, employees' strong adherence to religious and moral values, as well as a collective social mission, appear to play a more crucial role in retention than leadership style alone. Additionally, factors such as limited external job opportunities and strong moral and social bonds with the pesantren community may reduce employees' turnover intention regardless of leadership influences. These findings differ from some studies reporting a significant negative effect of transformational leadership on turnover intention.[70,71,72] Highlighting the unique context of religious organizations where spiritual and communal values are dominant.

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[67] Mathieu, *et. al.*, "The Role of Supervisory Behavior, Job Satisfaction and Organizational Commitment on Employee Turnover."

[68] Ibid.

[69] Lim, Loo, and Lee, "The Impact of Leadership on Turnover Intention: The Mediating Role of Organizational Commitment and Job Satisfaction."

[70] Luthans, Youssef, and Avolio, *Psychological Capital and Beyond*; Yuki, *Leadership in Organizations*.

[71] Park and Pierce, "Impacts of Transformational Leadership on Turnover Intention of Child Welfare Workers."

[72] Gyensare, *et. al.*, "Linking Transformational Leadership to Turnover Intention in the Public

The Mediating Role of Job Satisfaction in the Influence of Transformational Leadership on Turnover Intention

Job satisfaction is shown to mediate the effect of transformational leadership on turnover intention. This result is consistent with prior research indicating that transformational leadership enhances job satisfaction, which subsequently reduces turnover intention.[73],[74],[75] While transformational leadership itself did not directly impact turnover intention, it indirectly affects it by improving employees' satisfaction. Transformational leaders inspire, motivate, and support individual growth, creating a positive work environment that fosters a stronger sense of belonging and emotional connection among employees.[76] At Pondok Pesantren, where religious and communal values are emphasized, transformational leadership that reinforces these values can strengthen employees' emotional attachment to the institution. This attachment raises job satisfaction and, in turn, lowers their intention to leave. Thus, job satisfaction functions as a crucial channel through which transformational leadership influences turnover intention.[77]

The Moderating Role of Job Satisfaction in the Influence of Transformational Leadership on Turnover Intention

The analysis indicates that job satisfaction does not moderate the relationship between transformational leadership and turnover intention. In other words, job satisfaction does not significantly alter the strength or direction of transformational leadership's influence on turnover intention under varying levels of satisfaction. These results align with previous studies[78] and contrast with prior studies that

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Sector."

[73] Abouraia and Othman, "Transformational Leadership, Job Satisfaction, Organizational Commitment, and Turnover Intentions: The Direct Effects among Bank Representatives"; Regina Vania, "Pengaruh Kepemimpinan Transformasional dan Lingkungan Kerja Fisik Terhadap Turnover Intention dengan Kepuasan Kerja Sebagai Variabel Intervening pada PT Podo Mekar Jaya Sentosa," *Agora,* Vol. 7, No. 1, (2019), https://publication.petra.ac.id/index.php/manajemen-bisnis/article/view/8154/7338; Rusi Sun and Weijie Wang, "Transformational Leadership, Employee Turnover Intention, and Actual Voluntary Turnover in Public Organizations," *Public Management Review,* Vol. 19, No. 8, (2016), 1124-41, https://doi.org/10.1080/14719037.2016.1257063; Vika, *et. al.,* "Transformational Leadership Workers and Training Structures with Turnover Intention with Work Results as a Provision."

[74] Lim, Loo, and Lee, "The Impact of Leadership on Turnover Intention: The Mediating Role of Organizational Commitment and Job Satisfaction."

[75] Vinno Petrus Manoppo, "Transformational Leadership as a Factor That Decreases Turnover Intention: A Mediation of Work Stress and Organizational Citizenship Behavior," *TQM Journal,* Vol. 32, No. 6, (2020), 1395-1412, https://doi.org/10.1108/TQM-05-2020-0097.

[76] Anis Eliyana, Syamsul Ma'arif, and Muzakki, "Job Satisfaction and Organizational Commitment Effect in the Transformational Leadership towards Employee Performance," *European Research on Management and Business Economics*, Vol. 25, No. 3, (2019), 144-50, https://doi.org/10.1016/j.iedeen.2019.05.001.

[77] Bearnard M Bass and Ronald E Riggio, *Transformational Leadership*, Second Edi (New Jersey: Lawrence Erlbaum Associates, 2006); S. P Robbins and T. A Judge, *Organizational Behavior*, Seventeent (Pearson Education Limited, 2017).

[78] J. Jauhar, *et. al.,* "The Impact of Reward and Transformational Leadership on the Intention to Quit of Generation Y Employees in Oil and Gas Industry: Moderating Role of Job Satisfaction," *Global Business and Management Research: An International Journal,* Vol. 9, No. 4, (2017), 426-42, https://www.researchgate.net/profile/Noor_Abdul_Rahim3/publication/321058479_The_Impact_of_Reward_and_Transformational_Leadership_on_the_Intention_to_Quit_of_Generation_Y_Employees_in_Oil_and_Gas_Industry_Moderating_Role_of_Job_Satisfaction/links/5a0b0a12.

suggest job satisfaction can weaken the impact of transformational leadership on employee turnover.[79],[80]

It is important to distinguish between mediation and moderation in this context. Mediation explains how transformational leadership reduces turnover intention through job satisfaction, and moderation tests the conditions under which transformational leadership has a stronger or weaker effect. In the unique context of Pondok Pesantren, spiritual and moral motivations, as well as deep personal commitments to the religious mission, appear to overshadow the moderating role of job satisfaction.[81] Even if employees are satisfied with their work environment due to supportive leadership, they may still consider leaving if they feel misaligned with the institution's evolving spiritual goals. While job satisfaction successfully mediates the relationship between transformational leadership and turnover intention, it does not serve as a significant moderator. In other words, job satisfaction does not weaken the effect of transformational leadership on turnover intention. This suggests that, in the context of religious-based institutions, factors beyond job satisfaction, such as spiritual values and mission alignment, may play a more significant role in influencing employees' decisions to stay or leave.

Overarching Role of Spiritual and Moral Values

A recurring theme throughout this study is the dominant influence of spiritual and moral values on employees' decisions to stay or leave the Pondok Pesantren. Unlike conventional organizations, the Pondok Pesantren operates within a framework of religious commitment, where personal spiritual goals, a sense of duty, and moral obligations are deeply embedded in the institutional culture. In this environment, work ethic is not just about results, but also about showing good morals, honesty, and spiritual commitment. work has its own value and is shaped by a person's beliefs and religious teachings, encouraging discipline, honesty, and teamwork.[82]

Furthermore, job satisfaction in the Pondok Pesantren context may be influenced by non-material factors such as interpersonal relationships, the spiritual atmosphere, and emotional attachment to the leader or institution.[83] These elements may outweigh the impact of transformational leadership on turnover intention. For instance, employees who report high job satisfaction may still consider leaving if they feel spiritually unfulfilled or believe their religious goals cannot be achieved within the institution.[84] Conversely, some may remain committed to the organization despite

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[79]   Gan and Voon, "The Impact of Transformational Leadership on Job Satisfaction and Employee Turnover Intentions: A Conceptual Review."

[80]   Riffat Noureen and Muzaffar Abbas, "Can Employee Turnover Intentions Be Averted? Evaluation of Role of Job Satisfaction on Relationship of Leader Member Exchange Dimensions and Employee Turnover Intention," *Journal of Engineering and Applied Sciences,* Vol. 12, No. 8, (2017), 2238-47.

[81]   Yuki, *Leadership in Organizations*.

[82]   Imam Haryadi and Luthfi Noor Mahmudi, "Pengaruh Religiusitas terhadap Kinerja Karyawan (Studi Kasus Pada Suryamart Soekarno-Hatta Ponorogo Tahun 2019)," *Islamic Economics Journal,* Vol. 6, No. 2, (2020), 159, https://doi.org/10.21111/iej.v6i2.4600.

[83]   Podsakoff, *et. al.*, "Transformational Leader Behaviors and Their Effects on Followers' Trust in Leader, Satisfaction, and Organizational Citizenship Behaviors."

[84]   R. T Mowday, L. W Porter, and R Steeras, *Organizational Linkages : The Psychology of Commitment, Absenteeism, and Turnover* (San Diego, California: Academic Press, 1982).

low satisfaction, due to their moral or spiritual devotion.[85] This suggests that in a religiously-based work environment, individual motivation is multifaceted and not solely dependent on leadership style or conventional measures of job satisfaction. The complexity of these spiritual and moral drivers highlights the need for future research to consider constructs such as spiritual well-being, religious commitment, and value congruence when analysing turnover intention in faith-based institutions.

Conclusion

This study found that job satisfaction significantly mediates the relationship between transformational leadership and turnover intention among employees in the business unit of Pondok Pesantren Sunan Drajat Lamongan. However, job satisfaction did not moderate this relationship, and transformational leadership did not have a direct impact on turnover intention in this context. A limitation of this study is its focus on a single Islamic boarding school in Lamongan, which may limit the generalizability of the findings to other organizational or cultural contexts. Therefore, further research is needed to identify potential moderators that can directly impact the relationship between transformational leadership and turnover intention within pesantren employees. Practically, this research highlights the importance for the leadership of Pondok Pesantren Sunan Drajat to prioritize enhancing employee job satisfaction to reduce turnover intention. Theoretically, these findings contribute to our understanding of the indirect mechanisms through which transformational leadership can affect employee retention, particularly within a unique Islamic institutional setting, suggesting that fostering job satisfaction is a key pathway for retaining employees under transformational leadership.

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[85] Timothy A. Judge and Ronald F. Piccol, "Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity," *Journal of Applied Psychology,* Vol. 89, No. 5, (2004), 755-68, https://doi.org/10.1037/0021-9010.89.5.755.

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