

ORGANIZATIONAL COMMITMENT AS A MEDIATOR: EMPIRICAL ANALYSIS OF TRANSFORMATIONAL LEADERSHIP, JOB SATISFACTION AND PERCEIVED ORGANIZATIONAL SUPPORT ON TURNOVER INTENTION

Adiansyah^{1*}, Ervin Nora Susanti², Herni Widiyah Nasrul³

¹Universitas Riau Kepulauan

²Universitas Riau Kepulauan

³Universitas Riau Kepulauan

E-mail: andomshifag@gmail.com^{1*}, ervin.nora@gmail.com², herni.widiyahnasrul@gmail.com³

Received: 01/04/2026 | Revised : 05/04/2026 | Accepted: 20/04/2026 | Published : 16/05/2026

Abstract

This study investigates the role of organizational commitment as a mediating variable in the relationship between transformational leadership, job satisfaction, perceived organizational support (POS), and turnover intention. Using a quantitative cross-sectional design, data were collected from employees through structured questionnaires. The findings reveal that transformational leadership, job satisfaction, and POS significantly influence turnover intention both directly and indirectly. Organizational commitment plays a crucial mediating role, indicating that employees with stronger emotional attachment to their organization are less likely to leave. Transformational leadership enhances motivation and engagement, while job satisfaction and POS foster positive employee attitudes and perceptions. The study contributes to the literature by integrating multiple predictors into a comprehensive model and highlighting the importance of mediation analysis. Practically, the results suggest that organizations should strengthen leadership practices, improve job satisfaction, and enhance organizational support to reduce turnover intention and improve retention.

Keywords: *Transformational Leadership, Job Satisfaction, Perceived Organizational Support, Organizational Commitment, Turnover Intention*

INTRODUCTION

Employee retention has become a critical concern for organizations in an increasingly competitive and dynamic business environment. Retaining skilled and experienced employees not only reduces recruitment and training costs but also preserves organizational knowledge, enhances productivity, and sustains long-term performance (Murphy, 2024). High employee turnover can disrupt workflow, weaken team cohesion, and negatively impact service quality and organizational reputation. As such, understanding the factors that influence employees' decisions to stay or leave has gained significant attention among both researchers and practitioners (Parent & Lovelace, 2015). In recent years, turnover intention—the conscious and deliberate willingness of employees to leave an organization—has emerged as a key issue across various industries. Rapid changes in labor markets, evolving employee expectations, and increased mobility have intensified this challenge (Parent & Levitt, 2009). Organizations are now facing difficulties in maintaining a stable workforce, particularly among younger employees who tend to prioritize career growth, work-life balance, and organizational support. This growing concern has prompted the need to explore the underlying psychological and organizational factors that contribute to turnover intention (David & Lahindah, 2025). Several key concepts are central to understanding employee retention and turnover intention. Transformational leadership refers to a leadership style that inspires and motivates employees to exceed expectations through vision, support, and personal development. Job satisfaction reflects employees' overall evaluation of their work experience, including aspects such as work conditions, compensation, and interpersonal relationships (Augner & Schermuly, 2024). Perceived organizational support (POS) is grounded in social exchange theory and describes the extent to which employees believe their organization values their contributions and cares about their well-being. Organizational commitment, on the other hand, represents the psychological attachment of employees to their

organization and is often considered a crucial factor influencing their decision to remain (Ugoani, 2023). Despite extensive research on these variables, there remains a notable gap in the literature concerning their integrated examination, particularly with organizational commitment as a mediating variable. Many prior studies have explored the direct relationships between transformational leadership, job satisfaction, POS, and turnover intention independently, but fewer have investigated how these factors interact simultaneously within a comprehensive model. Therefore, this study aims to address this gap by examining the direct effects of transformational leadership, job satisfaction, and perceived organizational support on turnover intention, while also considering the mediating role of organizational commitment to provide a more holistic understanding of employee retention dynamics.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a leadership style that focuses on inspiring and motivating employees to achieve higher levels of performance by aligning individual goals with organizational vision. It is characterized by the ability of leaders to create meaningful change through strong communication, emotional intelligence, and a clear sense of purpose (Tariq et al., 2024). According to the literature, transformational leadership consists of four primary dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence refers to leaders acting as role models who are respected and trusted by their followers. Inspirational motivation involves articulating a compelling vision that encourages employees to commit to organizational goals (Sunil et al., 2025). Intellectual stimulation encourages creativity and critical thinking, while individualized consideration emphasizes personalized support and attention to employee needs.

The impact of transformational leadership on employee attitudes and behavior has been widely documented in organizational studies. Leaders who adopt this style tend to foster higher levels of trust, engagement, and intrinsic motivation among employees (Imran et al., 2012). As a result, employees are more likely to exhibit positive work attitudes such as increased job satisfaction and stronger organizational commitment. Transformational leadership also reduces negative outcomes such as burnout, absenteeism, and turnover intention. By creating a supportive and empowering environment, leaders can influence employees to go beyond their formal job responsibilities (Antariksa & Budiadi, 2024). Furthermore, employees under transformational leaders often demonstrate greater innovation and willingness to embrace organizational change. This leadership style ultimately contributes to both individual and organizational performance improvements.

Job Satisfaction

Job satisfaction refers to an individual's overall emotional and cognitive evaluation of their job and work environment. It reflects how employees feel about various aspects of their work, including tasks, compensation, supervision, and workplace relationships. Job satisfaction is influenced by both intrinsic and extrinsic factors, making it a multidimensional construct in organizational research (Ghafoor et al., 2011). Intrinsic determinants include factors such as personal growth, achievement, and the nature of the work itself. Extrinsic determinants involve salary, job security, organizational policies, and working conditions. Additionally, interpersonal relationships with colleagues and supervisors play a crucial role in shaping satisfaction levels (Pudjiati et al., 2023). A positive balance between these determinants contributes to higher overall job satisfaction among employees.

The relationship between job satisfaction and turnover intention has been consistently supported in prior studies. Employees who experience low levels of satisfaction are more likely to develop intentions to leave their organization. Dissatisfaction can lead to disengagement, decreased productivity, and a lack of emotional attachment to the organization (Rashid & Shami, 2024). Conversely, satisfied employees tend to demonstrate loyalty, commitment, and a willingness to remain in their current roles. Job satisfaction also acts as a buffer against workplace stress and negative organizational experiences. When employees feel valued and fulfilled in their roles, they are less likely to seek alternative employment opportunities. Therefore, enhancing job satisfaction is considered a key strategy for reducing turnover intention and improving retention rates (Wright & Cropanzano, 1997).

Perceived Organizational Support (POS)

Perceived organizational support (POS) refers to employees' beliefs regarding the extent to which their organization values their contributions and cares about their well-being. This concept is rooted in Social Exchange Theory, which suggests that relationships are based on reciprocal exchanges between parties. When employees perceive high levels of support, they feel an obligation to reciprocate with positive attitudes and behaviors toward the organization (Raj, 2025). POS encompasses various forms of organizational care, including fair treatment,

recognition, support from supervisors, and access to resources. It also reflects the organization's commitment to employee development and work-life balance. Employees interpret these signals as indicators of how much the organization values them as individuals. As a result, POS becomes a critical factor in shaping employee perceptions and attitudes (NIKA & Bashir, 2023). The influence of perceived organizational support on employee outcomes is significant and multifaceted. High levels of POS are associated with increased job satisfaction, stronger organizational commitment, and improved work performance. Employees who feel supported are more likely to develop emotional attachment to the organization and exhibit organizational citizenship behaviors. POS also plays a role in reducing stress, burnout, and turnover intention among employees (Bakar et al., 2021). When organizations demonstrate genuine concern for employee well-being, employees respond with higher levels of loyalty and engagement. Furthermore, POS strengthens the psychological contract between employees and the organization. This positive exchange relationship ultimately enhances retention and contributes to long-term organizational success (Krekel et al., 2019).

METHODOLOGY

The methodological approaches adopted in prior studies examining organizational behavior variables such as transformational leadership, job satisfaction, perceived organizational support, and turnover intention have predominantly relied on quantitative research designs. Many researchers employ a cross-sectional design, as it allows for the collection of data from a specific population at a single point in time, enabling efficient analysis of relationships among variables. The populations in these studies typically consist of employees from various sectors, including public institutions, private companies, and service industries, depending on the research context. Sampling techniques often involve probability methods such as simple random or stratified sampling, although non-probability approaches like convenience or purposive sampling are also frequently used due to practical constraints. Data collection is most commonly conducted structured survey questionnaires, which facilitate standardized responses and enable statistical comparison. These questionnaires are usually distributed either physically or through online platforms, ensuring broader reach and higher response rates.

In terms of measurement, established and validated scales are widely used to ensure consistency and comparability across studies. For example, transformational leadership is often measured using the Multifactor Leadership Questionnaire (MLQ), while job satisfaction and perceived organizational support are assessed widely recognized Likert-scale instruments. Organizational commitment is typically measured scales that capture its multidimensional nature, and turnover intention is assessed items reflecting employees' intention to leave their organization. Data analysis techniques in the literature frequently include reliability and validity testing, such as Cronbach's alpha, composite reliability, and confirmatory factor analysis, to ensure the robustness of the measurement model. Furthermore, advanced statistical methods such as Structural Equation Modeling (SEM) or multiple regression analysis are commonly employed to examine relationships among variables. Mediation analysis, often conducted using bootstrapping techniques, is used to assess the indirect effects of organizational commitment in linking independent variables to turnover intention. These methodological practices provide a rigorous framework for testing complex models and generating reliable empirical findings.

RESULTS AND DISCUSSION

Interpretation of Findings and Comparison with Previous Studies

The findings of this study indicate that transformational leadership, job satisfaction, and perceived organizational support have significant effects on turnover intention, both directly and indirectly through organizational commitment. Organizational commitment was found to play a crucial mediating role, suggesting that employees who feel emotionally attached to their organization are less likely to consider leaving (Oswald et al., 2013). Transformational leadership enhances this commitment by fostering trust, motivation, and a sense of purpose among employees. Similarly, job satisfaction contributes to positive emotional responses toward the organization, which reduces the likelihood of turnover intention. Perceived organizational support also strengthens employees' belief that the organization values their contributions, further reinforcing commitment (Murphy, 2024). Overall, the results highlight the importance of psychological and relational factors in shaping employee retention outcomes. These findings are consistent with previous studies that emphasize the negative relationship between job satisfaction and turnover intention, as well as the positive influence of transformational leadership on employee attitudes (Parent & Lovelace, 2015). Prior research has also demonstrated that perceived organizational support significantly enhances organizational commitment, which in turn reduces employees' intentions to leave. However, this study extends the existing literature by integrating these variables into a single comprehensive model with a mediating mechanism.

Unlike some earlier studies that focused only on direct relationships, this research provides empirical evidence supporting the indirect pathways through organizational commitment (Parent & Levitt, 2009). This alignment with and extension of prior findings strengthens the validity of the proposed model. It also contributes to a more nuanced understanding of how multiple organizational factors interact simultaneously.

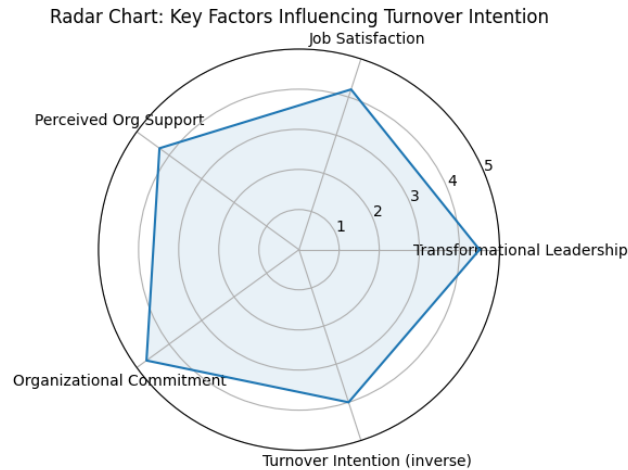


Figure 1. Radar Chart of Key Determinants Influencing Turnover Intention

Figure 1 illustrates the relative influence of transformational leadership, job satisfaction, perceived organizational support, organizational commitment, and turnover intention (inverse) based on the study's findings. Organizational commitment shows the highest value, reinforcing its critical mediating role in reducing turnover intention (David & Lahindah, 2025). Transformational leadership, job satisfaction, and perceived organizational support also demonstrate strong contributions, indicating their importance in shaping positive employee attitudes and strengthening commitment. The relatively lower value for turnover intention (inverse) reflects its reduction as these organizational factors improve. The balanced yet slightly peaked shape of the radar chart suggests that while all factors are important, organizational commitment serves as the central mechanism linking them to retention outcomes (Augner & Schermuly, 2024). Overall, the figure visually supports the study's conclusion that integrated organizational practices are essential for minimizing employee turnover.

Theoretical Implications

From a theoretical perspective, this study contributes to the development of organizational behavior literature by reinforcing the applicability of Social Exchange Theory in explaining employee attitudes and behaviors. The significant role of perceived organizational support and transformational leadership suggests that employees reciprocate positive organizational treatment with higher levels of commitment and reduced turnover intention (Ugoani, 2023). Additionally, the findings support the multidimensional nature of organizational commitment as a key intervening variable in workplace dynamics. By positioning organizational commitment as a mediator, this study provides a more integrated framework for understanding how leadership and workplace conditions influence employee retention (Tariq et al., 2024). It also highlights the interconnectedness of psychological constructs in shaping behavioral outcomes. This contributes to bridging gaps between leadership theory, motivation theory, and employee retention models.

Furthermore, the study expands existing theoretical models by demonstrating that the relationship between independent variables and turnover intention is not purely direct but operates through complex mediating mechanisms (Sunil et al., 2025). This insight encourages future researchers to consider indirect effects and intervening variables when examining organizational phenomena. The inclusion of multiple predictors within a single model also supports a more holistic approach to studying employee behavior. It challenges simplistic assumptions and emphasizes the need for comprehensive frameworks in organizational research. By integrating leadership, satisfaction, and support within one model, the study enhances theoretical clarity and depth (Antariksa & Budiadi, 2024). Ultimately, it provides a foundation for further empirical investigations into employee retention and organizational effectiveness.

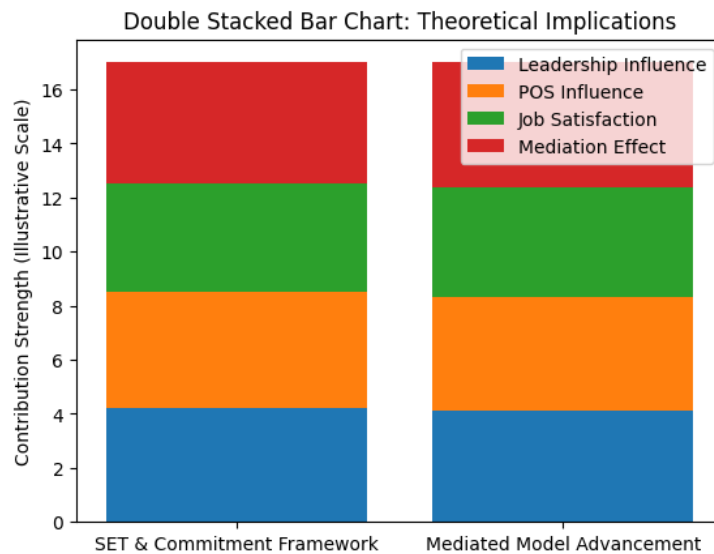


Figure 2. Double Stacked Bar Chart of Theoretical Contributions and Mediating Mechanisms

Figure 2 presents the comparative theoretical contributions of the study through a double stacked bar chart, highlighting the integrated role of leadership, perceived organizational support, job satisfaction, and mediation effects. The chart shows that mediation effect, represented by organizational commitment, contributes the most across both theoretical dimensions, emphasizing its central role in linking independent variables to turnover intention (Ghafoor et al., 2011). Leadership influence and perceived organizational support also demonstrate strong contributions, reinforcing the relevance of Social Exchange Theory in explaining employee behavior. Job satisfaction appears consistently important, supporting its role as a key attitudinal factor within the broader framework. The relatively balanced distribution across components indicates that the model is not dominated by a single factor but rather reflects an interconnected system of influences. Overall, the figure underscores the study's contribution in advancing a more comprehensive and integrated theoretical model in organizational research (Pudjiati et al., 2023).

Practical Implications for Management

The results of this study offer valuable insights for management, particularly in designing strategies to improve employee retention. Organizations should prioritize the development of transformational leadership practices by training leaders to inspire, motivate, and support their teams effectively. Leaders who demonstrate empathy, provide clear vision, and encourage innovation can significantly enhance employees' organizational commitment (Wright & Cropanzano, 1997). Additionally, management should focus on improving job satisfaction by addressing both intrinsic and extrinsic factors such as career development opportunities, fair compensation, and a positive work environment. Ensuring that employees feel valued and fulfilled in their roles can reduce dissatisfaction and minimize turnover intention. These practices collectively contribute to a more engaged and stable workforce (Raj, 2025).

Moreover, strengthening perceived organizational support is essential for fostering long-term employee loyalty. Organizations can achieve this by implementing supportive policies, recognizing employee contributions, and promoting work-life balance initiatives. When employees perceive that the organization genuinely cares about their well-being, they are more likely to reciprocate with commitment and reduced intention to leave (NIKA & Bashir, 2023). Management should also establish open communication channels to better understand employee needs and concerns. By aligning organizational practices with employee expectations, companies can create a more supportive and inclusive work environment. Ultimately, integrating leadership development, job satisfaction enhancement, and organizational support initiatives can lead to sustainable organizational success and lower turnover rates (Bakar et al., 2021).

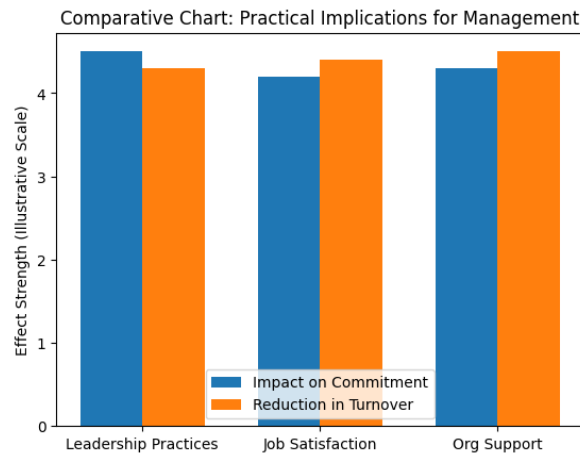


Figure 3. Comparative Effects of Management Practices on Organizational Commitment and Turnover Reduction

Figure 3 compares the relative effectiveness of leadership practices, job satisfaction, and perceived organizational support in influencing organizational commitment and reducing turnover intention. Leadership practices show the strongest impact on organizational commitment, highlighting the critical role of transformational leadership in shaping employee attitudes. Job satisfaction demonstrates a slightly stronger effect on reducing turnover, indicating that employees are more likely to stay when their work experience is fulfilling (Krekel et al., 2019). Perceived organizational support shows consistently high influence across both dimensions, reinforcing its importance in fostering loyalty and retention. The relatively balanced distribution suggests that no single factor operates in isolation, but rather all three contribute meaningfully to employee retention outcomes. Overall, the figure emphasizes the need for organizations to adopt an integrated management approach combining leadership development, satisfaction enhancement, and supportive practices (Parent & Lovelace, 2015).

CONCLUSION

This study examined the effects of transformational leadership, job satisfaction, and perceived organizational support on turnover intention, with organizational commitment serving as a mediating variable. The findings demonstrate that all three independent variables significantly influence turnover intention, both directly and indirectly through organizational commitment. Among these, organizational commitment plays a pivotal role in reducing employees' intentions to leave, highlighting its importance as a psychological mechanism in employee retention. Transformational leadership was shown to enhance motivation and alignment with organizational goals, while job satisfaction and perceived organizational support contributed to positive employee attitudes. These results confirm that employee retention is not determined by a single factor but rather by a combination of leadership style, workplace satisfaction, and perceived support. Overall, the study provides a comprehensive understanding of how these variables interact to influence turnover intention.

Despite its contributions, this study is not without limitations, including its reliance on cross-sectional data and the potential for response bias in self-reported measures. Future research is encouraged to adopt longitudinal designs to better capture causal relationships and changes over time. Additionally, expanding the study across different industries or cultural contexts may provide more generalizable findings. Further investigation into other potential mediating or moderating variables could also enrich the model and deepen understanding of employee behavior. From a practical standpoint, organizations should focus on strengthening leadership practices, enhancing job satisfaction, and increasing perceived organizational support to foster stronger organizational commitment. By doing so, they can effectively reduce turnover intention and promote long-term organizational stability.

REFERENCES

- Antariksa, S., & Budiadi, H. (2024). Examining the Role of Transformational Leadership in Enhancing Employee Engagement and Organizational Effectiveness: Insights from Human Resource Management. In *Global International Journal of Innovative Research*. <https://doi.org/10.59613/global.v2i9.298>
- Augner, T., & Schermuly, C. (2024). Beyond a buzzword: the agile mindset as a new research construct in organizational psychology. In *Journal of Managerial Psychology*. <https://doi.org/10.1108/jmp-04-2024-0261>
- Bakar, M. S. bin A., Saputra, J., Omar, K., & Bon, A. T. (2021). A Review of Employees' Well-being, Psychological Factors and Its Effect on Job Performance Literature. In *Proceedings of the International Conference on Industrial Engineering and Operations Management*. <https://doi.org/10.46254/an11.20210954>
- David, D., & Lahindah, L. (2025). Agile Leadership and Digital Mindset: Their Impact on Employee Performance through Employee Engagement. In *Āmār*. <https://doi.org/10.37531/amar.v5i1.2516>
- Ghafoor, A., Tahir, M., Qureshi, M. A., Khan, S., & Tahir, H. (2011). Transformational leadership, employee engagement and performance: Mediating effect of psychological ownership. In *African Journal of Business Management*. <https://doi.org/10.5897/AJBM11.126>
- Imran, R., Fatima, A., Zaheer, A., Yousaf, I., & Batool, I. (2012). *How to Boost Employee Performance: Investigating the Influence of Transformational Leadership and Work Environment in a Pakistani Perspective*. <https://www.semanticscholar.org/paper/029dce1d0dce962dad45ccf661a32d75ccb92f70>
- Krekel, C., Krekel, C., Krekel, C., Ward, G., & Neve, J. (2019). Employee Wellbeing, Productivity, and Firm Performance. In *Social Science Research Network*. <https://doi.org/10.2139/SSRN.3356581>
- Murphy, K. A. (2024). Assessment of Employee Well-Being on Organisational Effectiveness & Productivity: A Literature Review. In *International journal of business management*. <https://doi.org/10.5539/ijbm.v19n3p26>
- NIKA, F. A., & Bashir, I. (2023). Impact of Psychological Well-being on Employee Performance and Productivity. In *PRODUCTIVITY*. <https://doi.org/10.32381/prod.2023.63.04.5>
- Oswald, A. J., Proto, E., & Sgroi, D. (2013). *WORKING PAPER SERIES and Productivity*. <https://www.semanticscholar.org/paper/e97667758cc7372a833999c03264026ba4284ffa>
- Parent, J. D., & Levitt, K. L. (2009). Manager vs. Employee Perceptions of Adaptability and Work Performance. In *The Business Renaissance Quarterly*. <https://www.semanticscholar.org/paper/d4c310300d0d4f1c31f24b4afb0ae07b32a46a96>
- Parent, J. D., & Lovelace, K. J. (2015). *The Impact of Employee Engagement and a Positive Organizational Culture on an Individual's Ability to Adapt to Organization Change*. <https://www.semanticscholar.org/paper/7030a6a9a780aad912fb786395dfd43d2246a6eb>
- Pudjiati, P., Za, S., & S, D. L. A. (2023). Job Satisfaction and Psychological Well-Being as Employee Performance Factors in Educational Institutions. In *IJEED (International Journal of Entrepreneurship and Business Development)*. <https://doi.org/10.29138/ijeed.v6i2.2165>
- Raj, R. (2025). Investigating the Impact of Work Motivation and Wellbeing on Employee Performance: The Mediating Role of Employee Engagement. In *INTERNATIONAL JOURNAL OF SCIENTIFIC RESEARCH IN ENGINEERING AND MANAGEMENT*. <https://doi.org/10.55041/ijssrem50500>
- Rashid, N., & Shami, S. A. A.-. (2024). Exploring the Interplay between Happiness and Employee Wellbeing: A Comprehensive Review. In *International Journal of Academic Research in Business and Social Sciences*. <https://doi.org/10.6007/ijarbss/v14-i8/22347>
- Sunil, J., Kansal, A., Pandre, K., Lyer, K. N. A. S., Tomar, P., & Singh, A. (2025). A comprehensive review of leadership styles and their impact on employee performance. In *Multidisciplinary Reviews*. <https://doi.org/10.31893/multirev.2025ss0320>
- Tariq, A., Ashraf, N., & Khurshid, J. (2024). Using job autonomy as an explanatory mechanism between participative leadership and workplace well-being. In *Journal of Excellence in Social Sciences*. <https://doi.org/10.69565/jess.v3i3.323>
- Ugoani, J. (2023). Effect of Participative Leadership Behaviour Outcomes on Performance. In *Social Science Research Network*. <https://doi.org/10.2139/ssrn.4402755>
- Wright, T. A., & Cropanzano, R. S. (1997). *WELL-BEING, SATISFACTION AND JOB PERFORMANCE: ANOTHER LOOK AT THE HAPPY/PRODUCTIVE WORKER THESIS*. <https://doi.org/10.5465/AMBPP.1997.4988986>