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The influence of transformational leadership, organizational culture, and employee engagement on turnover intention

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ABSTRACT

Turnover intention is a sign of a fundamental problem in a company. In order for the desire to quit employees to decrease, the company needs to pay attention to several factors that influence the desire to stop. This study analyzed the influence of transformational leadership, organizational culture, and employee engagement on turnover intention: job satisfaction as an intervening in a hospital. The samples included were 221 employees using the saturated sampling method. Questionnaires are used to collect data. SEMPLS is used as an analysis tool. According to the findings of this study, the variables transformational leadership, organizational culture, employee engagement, and job satisfaction significantly influence turnover intention. The theoretical insight provided by this study is the assumption that transformational leadership, organizational culture, employee engagement and job satisfaction can reduce turnover intention. For further research, it is suggested to examine other hospital that face the same problem which may produce different findings; conduct research on relatively similar objects, such as leasing which also faces the same problem, and add the concept of transformational leadership, organizational culture, and employee engagement, turnover intention, job satisfaction and others for further research.



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Introduction

One of the problems that an organization often considers is the high turnover of employees. HR in an organization is one of the significant variables in improving a company. Willingness to quit refers to the tendency or degree of a person to leave the company, whether voluntarily or involuntarily, due to their current unattractive position and the availability of better opportunities. (Robbins et al., 2015). Some sources state that employees stopping work is a bad management policy. High employee turnover rates hurt companies because they create imbalances and doubts about the work environment, reduce employee productivity, and foster an unfavorable work environment. A high level of intention to leave will affect the efficiency and productivity of the company as well as its earnings because it will increase the costs associated with recruiting, training, and filling open positions.

Organizations depend on the effective leadership qualities of a leader in work teams. Leadership is considered one of the important solutions in improving the company's main performance because a good leadership style can enhance organizational learning and stimulate organizational innovation to improve

company performance. (Adam et al., 2020). The future development of the organization will eventually make determining the leadership style a top priority. Transformational leadership plays a role in the change necessary for good management. The responsibility of leaders in organizations is to instill a sense of togetherness among employees, leaders with integrity will have an impact on the environment in the workplace. A leader who uses transformational leadership tends to inspire employees to perform better and places a strong emphasis on behavior to influence both people and the organization. Charismatic leaders have an important and strategic role in helping companies achieve their goals. The purpose of the transformational leadership style is to inspire others to grow and provide results that exceed expectations, can control or reduce stress levels in employees, and can reduce the level of desire to stop maximizing employee performance. Studies on transformational leadership are often associated with job satisfaction (Marianti et al., 2023; Puni et al., 2018) and performance. This relationship is by the assumption (Rafia et al., 2020; Senjaya et al., 2020; Siangchokyoo et al., 2020) that transformational leadership changes followers in certain ways.

Employee behavior is strongly influenced by organizational culture which also directly reduces turnover. The basic values of the company are supported and instilled in all personnel in a strong culture. A stronger corporate culture results from increased employee dedication and acceptance of company ideals. The cohesiveness, loyalty, and dedication of the organization to its employees are shaped by its culture, which lowers the intention to leave the organization. Employee engagement can be considered the basic foundation of company operations because it allows workers to work comfortably and contributes to the company's success in the best way. According to (Kaur et al., 2020) Employee engagement is a measure of how closely workers identify with their duties and responsibilities. When employees are doing well, they are engaged physically, mentally, and emotionally. Engaged employees will be dedicated to the task at hand, use all their expertise to complete it, maintain a professional demeanor, ensure that activities are completed correctly and in line with objectives, and be prepared to take corrective action or evaluation if necessary.

Increasing job satisfaction will have an impact on how well employees do their jobs, which will help the organization achieve its goals. (Rizwan et al., 2014) argues that increasing employee satisfaction is one of the success factors of the company, this is the basis for the company to understand the desires of employees and an ideal work environment, which will increase employee commitment. (Leisanyane & Khaola, 2013) His study reveals a negative and significant relationship between job satisfaction and intention to quit. A high level of employee intention to leave is used as an indicator of underlying problems in the company. Companies must lower the high costs associated with the high number of employees leaving to keep costs under control. To do this, it is necessary to understand what factors specifically contribute to the desire to leave work. This knowledge can then be used to improve HR management.

Based on previous studies on the factors that influence the intention to quit, the author can draw a research gap in the form of differences in research objects, namely research conducted by hospital employees using the variables of transformational leadership, organizational culture, employee engagement, and job satisfaction, which previously had five variables. This bell has never been used in a study that affects the desire to stop. By examining the influence of transformational leadership, organizational culture, and employee engagement on the intention to leave through the mediation of job satisfaction, this research aims to close the current knowledge gap. By advancing the theoretical understanding of the variables studied and by having beneficial managerial consequences, it is believed that this research will advance the scientific level of human resource management.

Transformational Leadership

Transformational leadership is a leader who is able to inspire and motivate followers beyond their own interests; and it is related to several behaviors such as attribute idealization, ideal behavior, inspirational motivation, intellectual stimulation, individual consideration (Howell & Avolio, 1993). Transformational leadership influences followers through their admiration and respect for the leader which creates a sense of collectivity. Leaders act as coaches or mentors who identify different needs, skills and aspirations of employees by allowing them to express these without fear of making mistakes (Banerjee et al., 2017). (Sarmawa, 2019) said transformational leadership is leadership that has charismatic abilities, induces moral values and develops employee abilities in a better direction.

The leader's ability to articulate an attractive vision for the future is a key element of transformational leadership. Bass & Riggio (2006) mentions four components of transformational leadership, namely idealized influence, inspiration motivation, intellectual stimulation and individualized consideration. Thus, transformational leaders are charismatic leaders who have a central and strategic role in bringing the organization to achieve its goals. Transformational leaders are considered as models of appropriate leaders

who are able to continuously improve business efficiency, productivity and innovation to increase competitiveness in a more competitive world.

Organizational Culture

The definition of organizational culture according to (Robbins et al., 2015) is a set of values, principles, traditions and ways of working that are shared and influence the behavior and actions of members of the organization. According to (Kreitner & Kinicki, 2014) organizational culture is a form of assumption that is owned, implicitly accepted by a group and determines how the group feels, thinks and reacts to a diverse environment.

Organizational culture is an understanding of culture which consists of rules, values, and norms that shape the actions or behavior of an employee (Colquitt et al., 2014). Organizational culture can improve work engagement and the performance of organizational members (Meng & Berger, 2019). Organizational culture must be maintained and developed because it will encourage age flexibility, initiative, freedom of autonomy, and being able to find direct and innovative solutions for human resources, create knowledge management and develop relationships like partners (M Karyotakis & S Moustakis, 2016). The higher the application of organizational culture in the company will encourage employees to have a better effective commitment (Nugraha, 2021).

Dimensions and indicators of organizational culture according to (Robbins et al., 2015) that culture is a variety of interactions of habitual characteristics that affect groups of people in their environment, there are 7 cultural dimensions, namely: 1) Innovation and risk taking), 2) Attention to detail (Attention to detail), 3) Oriented to results (Outcome orientation), 4) Oriented to humans (People orientation), 5) Oriented to the team (Team orientation), 6) Aggressive attitude (Aggressiveness) and 7) Stability.

Employee Engagement

Employee engagement is defined as a positive motivational state characterized by passion, dedication, and absorption (Schaufeli & Bakker, 2010). According to (Albrecht, 2010) employee engagement is a state of employees who are directly involved psychologically with their work. Employees will be involved physically, cognitively, and emotionally as long as they show their performance at work. In line with the definition above, (Marciano, 2010) an engaged worker will be committed to the goal, use all his abilities to complete the task, maintain his behavior while working, ensure that he has completed the task properly in accordance with the objectives and is willing to take corrective or evaluation steps if necessary. Employee engagement has several advantages, namely increasing productivity, increasing profits, increasing efficiency, reducing desire to quit, reducing absenteeism, reducing fraud, increasing customer satisfaction, reducing work accidents and minimizing employee complaints. Dimensions and indicators of employee engagement according to (Schaufeli & Bakker, 2010) there are 3 indicators or characteristics of employee engagement, including: vigor, dedication and absorption.

Job Satisfaction

The definition of Job Satisfaction according to (Jensen & Luthans, 2006) is the result of employees' perceptions of how well their work provides things that are considered important. According to (Nirmalasari & Amelia, 2020) job satisfaction can be interpreted as the feelings felt by employees about attitudes, situations at work and collaboration between themselves and other employees and their superiors and according to (Hafeez, 2019) job satisfaction is the feelings of employees towards their work, whether they like it or not. dislike as a result of employee interaction with their work environment or as a perception of mental attitude, as well as the result of an employee's assessment of their work. The employee's feelings towards his work reflect his attitude and behavior at work.

This job satisfaction is the result of an assessment that causes a person to achieve the value of his work or fulfill his basic needs and helps in determining the extent to which a person likes or dislikes his work. In other words, Job Satisfaction can also be interpreted as a pleasant emotional state at work. When employees feel satisfied in their jobs, they tend to care more about the quality of their work and are more committed to the organization as well as have higher retention rates and are generally more productive. Employee satisfaction will affect employee productivity, they can take advantage of their potential, maintain positive feelings and attitudes towards their work and decreased job satisfaction will affect employee intentions to leave (Wardana et al., 2020). (Jensen & Luthans, 2006) states that there are six dimensions in job satisfaction, namely the work itself, salary or rewards that are perceived as fair, promotion opportunities, supervision, co-workers who are in the same workspace. and working conditions.

Turnover Intention

Quitting according to (Robbins et al., 2015) is an act of permanent resignation carried out by employees either voluntarily or involuntarily whereas according to (Susilo & Satrya, 2019) the intention to quit is a condition in which employees of an organization have plans to leave their jobs, or conditions where the organization has a plan to terminate the employment relationship with its employees. (Mathis & Jackson, 2008) suggests that the intention to quit is a process in which employees leave the organization and must be replaced. Turnover intention is the intensity of a person's desire to leave the company, there are many reasons that cause this desire to stop and one of them is the desire to get a better job. (Robbins et al., 2015) states that turnover intention is the tendency or the degree to which an employee may leave the company either voluntarily or involuntarily due to the lack of attractiveness of his current job and the availability of alternative jobs. Individual factors known to induce the desire to quit include the nurse's age, education, gender, marital status, and work experience (Al Sabei et al., 2020). Indicators of the desire to stop according to (Mobley et al., 1979) consist of: 1) Thinking of quitting (Thinking of Quitting). 2) Search for alternative jobs (Intention to search for alternatives). 3) Intention to leave (Intention to quit).

Hypothesis Development

A person's leadership style in directing his employees is very influential and becomes a determining factor for the increase and decrease in the turnover intention. An effective leadership style is able to motivate employees and feel at home working for the company, so that a high turnover intention can decrease. In his research (Nurdiansyah *et al.* , 2021) and (Hidayat *et al.* , 2021) shows that leadership has no significant effect on turnover intention. Research conducted (Alzubi, 2018) states that leadership style has a negative effect on the turnover intention, which is also in line with research conducted (Gul *et al.* , 2012) and (Sandra & Khurosani, 2019) . In addition, in other studies, it was stated that transformational leadership had a positive effect on the desire to stop. According to research (Hidayat *et al.* , 2021) found the fact that transformational leadership has a positive effect on the turnover intention. The inconsistency of leaders in applying transformational leadership styles to their employees actually creates a sense of distrust of employees towards these leaders which leads to increased turnover intention on the employees themselves. Therefore, based on the research above, the authors conclude that transformational leadership has a negative effect on turnover intention

H₁ : Transformational leadership has a negative effect on turnover intention

The Relationship of Transformational Leadership to Job Satisfaction

Bono & Judge, (2004) states that there is a relationship between job satisfaction and the behaviors of transformational leaders. This is due to one aspect of job satisfaction, namely supervision. The supervision provided by the leader through individual attention, and inspirational motivation will enable subordinates to do their jobs well. Transformational leaders have the ability to equate the vision and mission of the future with their subordinates, and strive to meet the needs of subordinates at a higher level than what they need. Transformational leadership also builds commitment to organizational goals and gives confidence to employees to achieve these goals. , that way employees will be motivated to work more enthusiastically and increase productivity so that it will lead to employee job satisfaction. (Curado & Santos, 2021) and (Sandra & Khurosani, 2019) transformational leadership has a positive and significant effect on job satisfaction, the better the transformational leadership, the higher employee job satisfaction. Based on this, the authors conclude that transformational leadership has a positive effect on job satisfaction .

H₂ : Transformational leadership has a positive effect on job satisfaction

Relationship of Organizational Culture to Job Satisfaction

In a nursing journal in Korea, (Choi et al. , 2014) in his research found that significant I in job satisfaction and turnover intentions were found according to the type of organizational culture. Factors that increase job satisfaction were found to be higher innovation-oriented organizational cultures. Lower turnover intention has been shown to be positively related to a relationship-oriented or innovation-oriented organizational culture. (Al-Sada et al. , 2017) , (Setyaningsih & Nawangsari, nd) and (Purwanti & Indradewa, 2022) also stated that there is a significant positive relationship between a supportive culture and job satisfaction. Therefore, based on this, the authors conclude that organizational culture has a positive effect on job satisfaction.

H₃ : Organizational culture has a positive effect on job satisfaction

The Relationship of Organizational Culture to Turnover Intention

Organizational culture has a strong impact on employee performance which helps employees to be self-satisfied which leads to increased productivity thereby reducing the turnover intention (Haggalla & Jayatilake, 2017) . A strong organizational culture can help establish interpersonal relationships with cultures related to teamwork, so that organizational culture can be the main influence in employee decisions to leave or stay in an organization. (Vizano et al ., 2018) , (Haggalla & Jayatilake, 2017) , (Faaroek, 2019) and (Bosomtwe & Obeng, 2018) state that organizational culture has a negative effect on the turnover intention. Therefore, based on this, the authors conclude that organizational culture has a negative effect on the level of turnover intention
H₄ : Organizational culture has a negative effect on turnover intention

Relationship between Employee Engagement and Job Satisfaction

Employee engagement is a condition where employees are enthusiastic, passionate, energetic, and committed to their work. The concept of engagement can refer to individual involvement and job satisfaction which is equivalent to morale. (Setyaningsih & Nawangsari, nd) in his research stated that employee engagement has a positive and significant effect on job satisfaction. Therefore, based on this, the authors conclude that employee engagement has a positive effect on job satisfaction.

H₅ : Employee engagement positive effect on the level of job satisfaction

Relationship between Employee Engagement and Turnover Intention

Employee engagement can reduce the tendency of employees to move to other companies. Employee engagement is a condition in which employees are excited, passionate, energetic and committed to their work (Maylett & Warner, 2014) . When employees are not passionate, energetic, and committed, the higher their desire to leave. In the International Journal of Innovative Science and Research Technology (Setyaningsih & Nawangsari, nd) states that employee engagement has a negative and significant effect on turnover intention. Therefore, based on this, the authors conclude that employee engagement has a negative effect on the level of turnover intention

H₆ : Employee engagement has a negative effect on turnover intention

The Relationship between Job Satisfaction and Turnover Intention

At the individual level, a person's satisfaction with a job is most often studied using psychological variables in the relationship between satisfaction and turnover intention. Employees who are dissatisfied with their jobs tend to engage in ways that can interfere with organizational performance: high desire to quit, high absenteeism, tardiness at work, complaints or even strikes. (Mathis & Jackson, 2008) identified that labor entry and exit are related to job satisfaction. The higher the level of one's job satisfaction, the lower the intensity to leave the job.

Dewi & Agustina, (2021) , Vizano et al., (2018) and Purwanti & Indradewa, (2022) state that job satisfaction has a negative and significant effect on the turnover intention. Employees with low job satisfaction are more likely to leave the company and look for opportunities in other companies. Based on the description above, the authors conclude that job satisfaction has a negative effect on the level of turnover intention

H₇ : *Job satisfaction has a negative effect on the level of turnover intention*

The Relationship between Transformational Leadership and Turnover Intention with Job Satisfaction as an Intervening Variable

Organizations need an effective leadership style, because apart from depending on the reliability and ability of employees to operate existing work units, the success of an organization is determined by the leadership style that is developed. An effective leadership style is able to motivate employees and feel at home working for the company, so that a high turnover intention can decrease.

Sandra & Khurosani, (2019) in his research stated that job satisfaction is able to mediate the relationship between transformational leadership and turnover intention. However, this is not in line with research (Rizqi & Sakinah, 2021) and (Wahyuni et al ., 2022) where the results of their research on job satisfaction do not mediate the effect of transformational leadership on the turnover intention.

H₈: Transformational leadership has a positive effect on i turnover intention through job satisfaction as a mediating variable

The Relationship between Organizational Culture and Turnover Intention with Job Satisfaction as an Intervening Variable

Bosomtwe & Obeng, 2018) Symbiosis of mutualism between superiors and employees must braid with Good in the culture organization. Matter This expected can reduce intention employee for leave organization they Because employee feel has become part important in the the organization. (Putri & Anindita, nd) conducted research on insurance companies in Jakarta with 194 respondents and found that the variable job satisfaction is able to mediate the relationship between organizational culture and compensation for turnover intention, that is, the higher the level of job satisfaction, the lower the desire of employees to leave, in line with research conducted (Purwanti & Indradewa, 2022) , (Niguse, 2019) and (Al-Sada et al ., 2017) in their research stating job satisfaction mediates the work environment and organizational culture and provides good results by providing positive value on job satisfaction. Therefore, based on this, the authors conclude that organizational culture has a positive effect on turnover intention through job satisfaction as a mediating variable.

H9: Organizational culture has a positive effect turnover intention through job satisfaction as a mediating variable

Relationship between Employee Engagement and Turnover Intention with Job Satisfaction as an Intervening Variable

On research (Setyaningsih & Nawangsari, nd) got the results that job satisfaction does not mediate the relationship between employee engagement and turnover intention. This is due to the changes that occur in the influence of direct and indirect relationships, where if previously it was known that employee engagement and the desire to stop had a negative and significant effect, it turns out that this effect changes through work. satisfaction, employee engagement and turnover intention had no effect.

H10: Employee engagement has a positive effect on turnover intention through job satisfaction as a mediating variable.

The aim of the research is addressed by elaborating on the interrelationship between variables as proposed in the research framework, shown as follows:

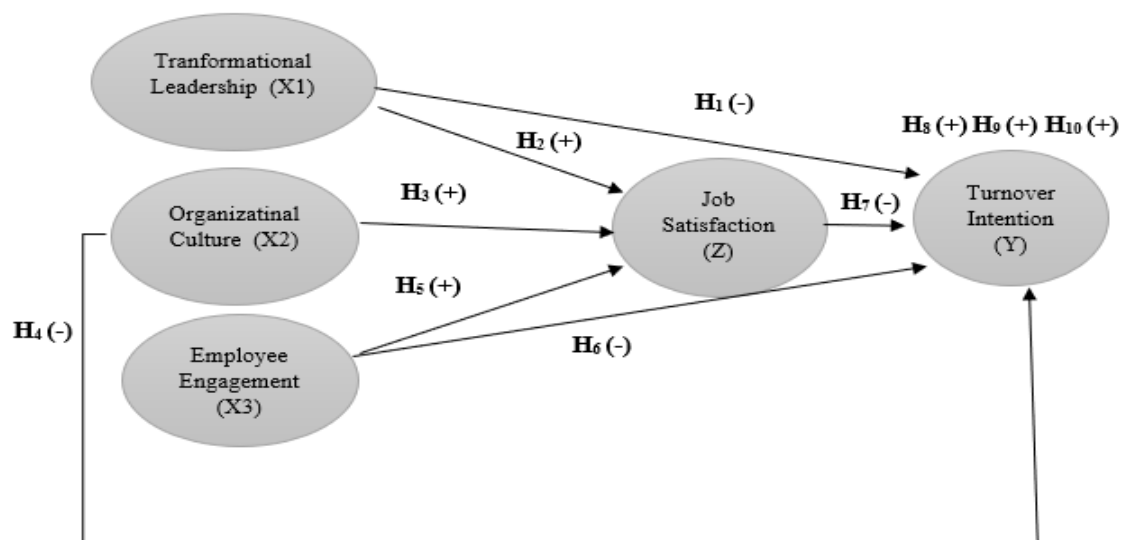


Figure 1. Research Framework
Source: (Haggalla & Jayatilake, 2017)

Method

Research is a correlational study that aims to see the relationship between two or more variables. Do the variables have a relationship with one another, also how big is it? the connection, and where is the direction of the relevance of these variables t. This study plans to determine the effect of transformational leadership,

organizational culture, and employee engagement on the intention to quit with job satisfaction as a connecting variable. The variables in this research also consist of 3 independent variables and one dependent variable. The independent variables of this study are transformational leadership, organizational culture, and employee engagement, the dependent variable is an intention to quit, and the mediating variable is job satisfaction. The transformational leadership variable has 7 questions, the organizational culture variable has 7 questions, the employee engagement variable has 8 questions, the intention to quit variable has 3 questions and the job satisfaction variable has 7 questions. All items were measured using a Likert scale consisting of 5 scales ranging from 1 (strongly disagree) to 5 (strongly agree).

The transformational leadership variable consists of 7 questions, the organizational culture variable consists of 7 questions, the employee engagement variable consists of 8 questions, the desire to quit variable consists of 3 questions and the job satisfaction variable consists of 7 questions. The entire measurement consists of 32 questions. The object of this study was nurses at two hospitals in Tangerang in August 2022. Data collection was carried out by distributing initial questionnaires (pre-test) to 30 respondents. Filling in the questionnaire was done online through the Google Form application to obtain data, while the sample consisted of all nurses working at the two Tangerang hospitals, namely 221 nurses. Data was collected for 2 months from march to April 2023. The sample in this study was selected using the total population method, where the number of samples is equal to the total population (F. Hair Jr. et al., 2014).

This research is quantitative by using the Structural Equation Model (SEM) method, where SEM is a multivariate statistical technique that integrates all elements in factor analysis (factor analysis), path analysis (path analysis), and regression (regression) to produce a comprehensive analysis. In this research, researchers used the Variance-based analysis technique (SEM-PLS) with SMARTPLS software, which is a causal method that tries to increase the amount of variance in latent variable criteria that can be explained by latent predictors. The pre-test was carried out using 30 samples to determine validity and reliability. Where the results of checking the validity of the pretest of 30 samples that meet the requirements show that the indicator is declared valid if the individual reflexive measure correlates > 0.6 with the construct being tested, while the outer loading value between $0.5 - 0.6$ is considered sufficient (Hair et al, 2014). Discriminant validity, and composite reliability, while Cronbach's alpha is used to test the reliability of a variable if the value of Cronbach's alpha is > 0.6 . then testing the formative significance of weights indicators with the formative indicator weight values with the constructs having to be significant (Hair et al, 2014).

On the transformational leadership variable from 7 questions, 6 are valid, the organizational culture variable from 7 questions is 6 valid, and the employee engagement variable from 8 questions is all valid, on the desire to stop variable from 3 statements, all are valid and on the job satisfaction variable from 7 statement 6 is recognized as valid. Thus after getting the results pre-test then out of 29 out of a total of 32 items are considered valid to be used as a questionnaire.

Results And Discussions

Construct Validity and Reliability tests on reflective measurement models were carried out based on recommendations from Hair, Hult, Ringle, & Sarstedt (2017) where the loading factor value required in SmartPLS 3.0 is ≥ 0.70 . Measurement of construct validity on the variables of transformational leadership, organizational culture, employee engagement, job satisfaction, and the independent variable intention to quit can be accepted and declared valid because the AVE value of each variable exceeds 0.5. An AVE score of 0.5 or higher indicates that the construct explains at least 50% of the item variance (Wong, 2013). The results of discriminant validity calculations with the standard value of each construct must be greater than 0.7, each variable shows an indicator correlation with the variable it forms and has a greater value when compared to the correlation with other variables. This indicates that the indicators used to arrange variables have good validity. The results of reliability testing using Cronbach's Alpha and Average Variance Extracted (AVE) in this study were said to meet general standards. According to (Hair et al., 2017) the required values are Cronbach's Alpha ≥ 0.70 and AVE ≥ 0.50 . Calculation results for CA and AVE for transformational leadership variables (CA=0,962; AVE=0,841), organizational culture (CA=0,938; AVE=0,764), employee engagement (CA=0,912; AVE=0,655), intention to quit (CA=0,889; AVE=0,817), and job satisfaction (CA=0,939; AVE=0,771).

The value of R^2 in each equation is determined using structural test analysis. How well the independent variable can explain the dependent variable is indicated by the value of R^2 . The results of the analysis are the Adjusted R Square of the Desire to Stop variable with a value of 0.614. As a result, it can be concluded that the variables of employee engagement, organizational culture, and transformational leadership all have an

impact on the variable intention to resign by 61.4%. Apart from the variables observed in this study, other variables can explain the remaining 38.6% of the influence of the intention to quit. The next analysis, namely the variable Job satisfaction shows that it is 0.561 or 56.1 % influenced by transformational leadership variables, organizational culture variables, and employee engagement variables. The remaining 3.9 % of the influence of job satisfaction can be explained by factors other than the factors used in this study.

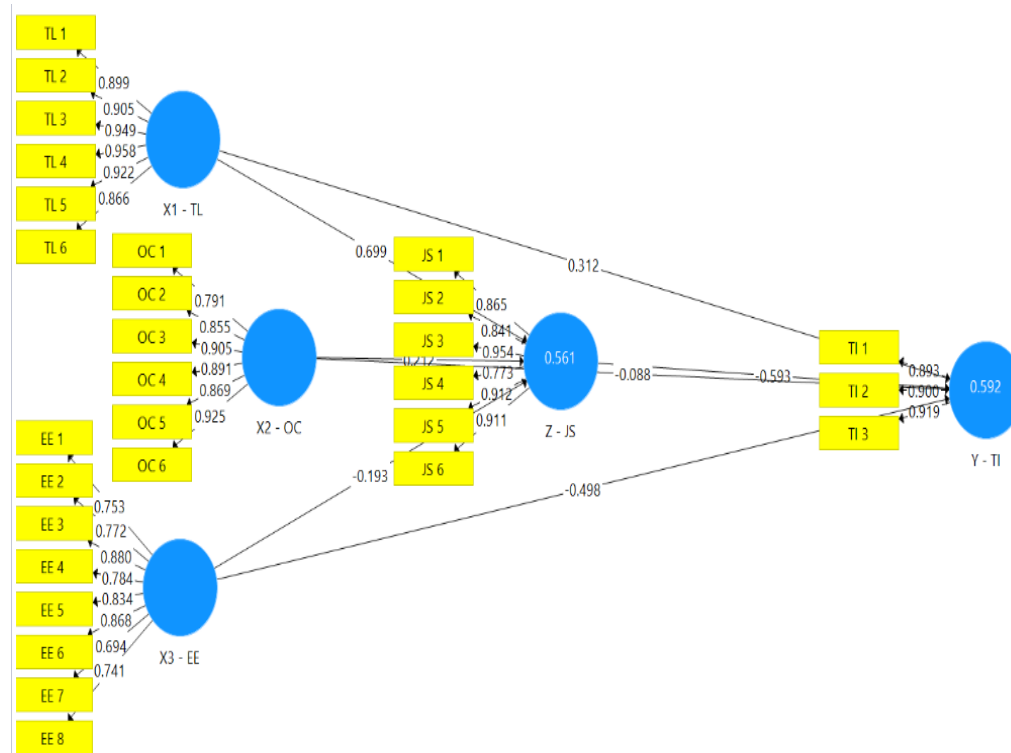


Figure 2. Path Diagram T-Value

Source: (Haggalla & Jayatilake, 2017)

Based on the T-Value Path image above, hypothesis testing can be described as follows:

Table 1. Research Model Hypothesis Test

Hypothesis	Hypothesis Statement	T-Value	Information
H1	Transformational leadership hurts the intention to quit	1634	The data support the hypothesis
H2	Transformational leadership has a positive effect on job satisfaction	12,549	The data support the hypothesis
H3	Organizational culture has a positive effect on job satisfaction	3,668	The data support the hypothesis
H4	Organizational culture hurts the intention to quit	1,429	The data support the hypothesis
H5	Employee engagement has a positive effect on job satisfaction	3,731	The data support the hypothesis
H6	Employee engagement hurts the intention to stop	7,808	The data contradict the hypothesis
H7	Job satisfaction hurts the level of desire to stop	10,477	The data contradict the hypothesis
H8	Transformational leadership has a positive impact on the intention to quit through job satisfaction as a connecting variable	7,251	The data support the hypothesis
H9	Organizational culture has a positive impact on the intention to quit through job satisfaction as a	3,963	The data support the hypothesis

Hypothesis	Hypothesis Statement	T-Value	Information
H10	connecting variable Employee engagement has a positive impact on the intention to quit through job satisfaction as a connecting variable	3,419	The data support the hypothesis

Source: Indradewa & Santiajie (2023)

These findings support the research hypothesis that was developed because based on the hypothesis testing table above it is known that 8 of these hypotheses have a T-Value above 1.96. While 2 hypotheses have a value T- Value above 1.96 but the hypothesis has a negative value so the hypothesis is rejected. This study investigates and tests empirically the influence of transformational leadership, organizational culture, and employee engagement on the intention to quit with job satisfaction as a link. The relationship between transformational leadership which negatively affects the intention to quit is examined more deeply through this study.

The research results from testing the initial theory that transformative leadership hurts the intention to quit. The management style a person uses when managing their staff has a significant impact and can increase or decrease a person's intention to leave. The strong desire to leave the company can be reduced when a leader can inspire employees and make them feel at home in their role. Research conducted (Alzubi, 2018) states that leadership style hurts the desire to quit, also to the results of the study (Gul et al., 2012) and. This study also found that transformative leadership has a beneficial impact on job satisfaction. One component of job satisfaction, namely supervision, explains why there is a relationship between the activities of transformational leaders and feelings of job satisfaction. Subordinates will be able to carry out their responsibilities effectively under the supervision provided by the leader through individual attention and inspirational encouragement. In addition to developing dedication to company goals and instilling employee confidence in their ability to achieve goals, transformational leaders can relate the needs of their subordinates to the future vision and mission of the organization. This allows them to meet the needs of their subordinates at a higher level than what they need. As a result, job satisfaction increases among the workforce. (Curado & Santos, 2021) and (Sandra & Khurosani, 2019) job satisfaction is positively and significantly influenced by transformational leadership; the more effective the transformational leadership, the greater the employee job satisfaction.

Organizational culture has a significant influence on job satisfaction. If the organizational culture is more innovation-oriented, some factors contribute to increased job satisfaction. It has been shown that corporate cultures that value relationships or innovation have lower switching intentions. This is consistent with findings from, (Setyaningsih & Nawangsari, nd) and (Purwanti & Indradewa, 2022) also claim that a supportive culture and job satisfaction have a strong and beneficial relationship. The results of this study make a scientific contribution, to organizational culture's negative effect on intention to quit. Employee performance is strongly influenced by organizational culture, and employees who are complacent perform better and are more productive, thereby reducing the desire to quit. A strong organizational culture can help establish interpersonal relationships with cultures related to teamwork so that organizational culture can be the main influence in employee decisions to join or leave the company, and (Bosomtwe & Screwdriver, 2018) argued that organizational culture negatively affects workers' intentions to leave.

Another thing explored in this study is the level of job satisfaction is positively influenced by employee engagement. Employee engagement is a condition where employees are enthusiastic, passionate, energetic, and committed to their work. The term "engagement" can be used to describe both personal involvement and professional happiness, which is synonymous with passion for work. (Setyaningsih & Nawangsari, nd) in his research stated that job satisfaction is positively and significantly influenced by employee involvement. On the other hand, employee engagement hurts the intention to quit. Employee engagement is one of the variables that can reduce the level of intention to stop working in a company. Engaged employees are people who are emotionally and intellectually connected to the company. The International Journal of Innovative Science and Research Technology (Setyaningsih & Nawangsari, nd) states that employee engagement has a negative and significant impact on the intention to quit. Engaged employees are loyal to their superiors and take an interest in the ongoing operations of the company, showing their dedication to the organization and giving their best at work.

Generally, a nurse has an attachment to her job, because usually, someone chooses to become a nurse based on her desire to work as an individual who can benefit society and her family. However, many other factors also influence a nurse to quit her job, such as a salary that is insufficient to meet the family's monthly needs, an unpleasant work environment, or the absence of a career path for nurses which causes boredom at

work. In this case study, nurses will generally stop working if they feel uncomfortable in their work environment because nursing requires a solid team to carry out work shifts. If you encounter communication problems with the leadership or with co-workers, it is usually the main factor for a nurse to stop. The high rate of turnover intention in this T-shirt study is due to the employment status factor, which is in the two hospitals studied most employees hold contract positions. Nurses who have not received a contract extension from the hospital so can be a good factor in the formation of turnover intention and the considerations that employees have. In addition to the employment status factor, age is also a factor that causes high turnover intention in the hospital studied. Intention turnover decreases with age. Younger workers are more likely to quit easily and look for other jobs. The turnover rate of younger employees is higher than that of older employees. Additionally, younger workers may have more opportunities to find new jobs, encouraging job mobility. In addition, younger workers likely have unfulfilled expectations for their positions. It is clear from the explanation above that there is a bad relationship between employee engagement and intention to leave the company. This shows that the hospital being investigated has good employee engagement and high turnover intention as well.

The research results from testing the seventh hypothesis which states that job satisfaction hurts the desire to quit. The relationship between job satisfaction and turnover is most often studied using psychological variables at the individual level. Employees who are uncomfortable at work often act in ways that can hinder the course of business, such as high turnover, excessive absenteeism, idleness in the office, complaints, or even strikes. (Mathis & Jackson, 2008) found that job satisfaction and turnover intention are related. The intensity to stop working decreases along with the increase in one's level of job satisfaction. (Dewi & Agustina, 2021), (Vizano et al., 2018) and (Purwanti & Indradewa, 2022) states that job satisfaction has a negative and significant effect on the intention to quit. However, in this case, study the turnover rate still occurs because many other factors cause nurses to quit such as the location of the hospital located in the district as well as the uncertainty about the future of the hospital which often changes management and is still unable to gain the trust of the surrounding community in providing health services that can be seen from the low number of patient visits and the low number of referrals from local clinics.

The research from testing the eighth hypothesis which states that the positive effect of transformational leadership on intention to quit with job satisfaction as a mediating variable. Organizations need effective leadership because apart from relying on the reliability and operational skills of their workforce, the success of a company depends on the leadership style that is formed. The strong desire to leave the company can be reduced when a leader can inspire employees and make them feel at home in their role. (Sandra & Khurosani, 2019) In his research, job satisfaction can mediate the relationship between transformational leadership and the desire to quit. Furthermore, this study stated that there is a positive influence of organizational culture on the desire to quit through job satisfaction as a mediating variable. Organizational culture must be well built for mutualism between superiors and employees to work. As a result, employees must feel that they have grown into an important part of their company, which is expected to reduce their intention to leave. (Putri & Anindita, n.d.) researching insurance companies in Jakarta found that the variable job satisfaction was able to mediate the relationship between organizational culture and compensation for intention to quit, that is, the higher the level of job satisfaction, the lower the employee's desire to leave, in line with the research conducted (Purwanti, (Niguse, 2019) and (Al-Sada et al., 2017) in their research stated that job satisfaction mediates the work environment and organizational culture and provides good results by giving a positive value to job satisfaction.

Job satisfaction mediates employee attachment to the desire to quit. Research (Setyaningsih & Nawangsari, nd) found that job satisfaction mediates the relationship between employee engagement and the desire to quit. This is due to the changes that occur in the influence of direct and indirect relationships, where previously it was known that employee engagement and the desire to stop had a negative and significant effect, it turns out that this influence changes through work. satisfaction, employee engagement, and intention to quit had no effect.

Conclusion

The results of the overall hypothesis test resulted in eight hypotheses being accepted and two hypotheses being rejected. The test results state that transformational leadership, organizational culture, and job satisfaction influence the intention to quit; transformational leadership, organizational culture, and employee engagement influence job satisfaction. Meanwhile, employee engagement does not affect intention to quit and job satisfaction has no effect on the intention to quit. Transformational leadership has a positive effect on the intention to quit with job satisfaction as a connecting variable, organizational culture has a positive effect on

the intention to quit through job satisfaction as a mediating variable and employee engagement has a positive effect on the intention to quit with job satisfaction as a mediating variable.

This study still has some limitations or limitations that need to be corrected. First, this research was conducted only focusing on two hospitals in Tangerang, so it did not fully describe the health workers working at the Tangerang Hospital. For future research, it is hoped that it will be wider in all hospitals in Tangerang to provide more representative results and by adding other factors that can affect turnover intention and job satisfaction, such as workload, compensation, and so on. Future researchers can explore the dimensions of the variables to get more detailed results.

The results of this study are expected to provide insight for the hospital nursing managerial team. In this case, the hospital needs to provide clarity on the future of the hospital by not changing top-level management so that it will gain the trust of employees. Leaders are also expected to be able to motivate other employees to work even harder so that performance increases as well as create a good organizational culture and stimulate the formation of employee attachment to each individual to create comfort in work which will have an impact on reducing the desire to stop so that the vision and mission of the hospital is achieved. Suggestions for hospital management to give positive attention to the leadership management of the head of the room or team head of the nurse team, and improve the quality of organizational culture by providing more positive policies for the benefit of health workers. To increase job satisfaction, it is suggested to the management to socialize the regulations before they are implemented so that the health workers understand better and do not cause misunderstandings in interpreting a set of regulations.

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