EFFECTIVENESS OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE JOB SATISFACTION THROUGH ORGANIZATIONAL CULTURE ON TURNOVER INTENTION AT GARMENT COMPANY X IN TANGERANG

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Abstract

This study aims to analyze the effectiveness of transformational leadership style on employee job satisfaction through organizational culture on turnover intention in a garment company. Transformational leadership, known for its ability to inspire and motivate employees, is hypothesized to have a positive influence on employee job satisfaction and turnover intention. However, this influence is suspected to be strengthened or mediated by a strong and supportive organizational culture. The research methodology is descriptive quantitative using a structured questionnaire to measure perceptions of transformational leadership, organizational culture, job satisfaction, and turnover intention with a sample size of 150 employees. The verification analysis used in this study is Structural Equation Modeling (SEM) statistics with Smart PLS 4.0 software. The results of this study are expected to show that transformational leadership can significantly increase employee job satisfaction, and this effect becomes stronger in the context of a positive organizational culture, leading to lower turnover intention. These findings will provide important contributions to management theory and business practice, emphasizing the importance of transformational leadership style and organizational culture in enhancing employee well-being and company performance.

Keywords: *Transformational Leadership, Organizational Culture, Job Satisfaction, Turnover Intention.*

1.Introduction

Human resources are one of the key factors that determine the success of production in achieving organizational goals. Optimal management of human resources is necessary to improve the effectiveness and efficiency of a company. In this context, human resources refer to employees who play an important role in the production process. Employees are a crucial element in the advancement of the company because they bring expertise, abilities, and skills. To achieve these goals, companies need competent and high-quality human resources, and for that, the company must be able to improve their performance (Ewaldy et al., 2022). The main objective of a company is to gain profit and run its operations smoothly and sustainably. To achieve this goal, a highly motivated and professional workforce is required, as work motivation plays a significant role in determining employee performance (Perkasa & Satria, 2020). Successful and sustainable companies typically have high performance associated with reliable workers, as human resources are one of the main determinants of an organization's success or failure (Affini & Perkasa, 2021). In general, it can be said that many employees frequently move from one company to another within a relatively short period. Job seekers give various reasons for these moves. Research on turnover intention continues to this day. Ratnawati (2002) revealed that the variables consistently found to be related to an employee's intention to leave are organizational commitment and job satisfaction.

Garment companies, as labor-intensive sectors, face challenges in creating a productive and satisfying work environment. Leadership effectiveness, particularly transformational leadership that focuses on empowerment, motivation, and individual development, plays a crucial role in enhancing employee job satisfaction. However, many garment companies still encounter obstacles in implementing transformational leadership and fostering a positive organizational culture. Research indicates that transformational leadership can

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create a supportive organizational culture, which directly impacts employee job satisfaction. According to Northouse (2022), transformational leadership involves the leader's ability to inspire and motivate followers through commitment to a shared vision. These leaders are not only authoritative figures but also act as coaches and mentors, supporting the personal development of their followers. Transformational leaders are able to project an optimistic vision and gain the loyalty and high enthusiasm of their followers. This leadership model is recognized as an effective approach to describing the characteristics of an ideal leader (Sarros & Santora, 2001; Robinson, Judge, & Judge, 2020). Research conducted by Eliyana et al. (2019) and Haq et al. (2022) shows that transformational leadership has a positive impact on employee performance. Furthermore, other studies also reveal that this leadership style can enhance employee creativity in the workplace (Adiebah & Pradana, 2022).

To achieve optimal performance in the garment industry, companies need a strong organizational culture—one that emphasizes results without neglecting the process (Robbins, 2005). In family-owned businesses, deeply ingrained cultures can hinder change due to concerns about losing established competencies and well-maintained relationships (Susanto et al., 2007). Aspects of corporate culture that meet employees' expectations, such as appreciation for innovation, equality, and non-discriminatory relationships between supervisors and subordinates, can enhance job satisfaction. According to research by Rizki W & Nababan (2018), transformational leadership and organizational culture significantly influence job satisfaction, but do not directly affect employee performance. Conversely, improving employee job satisfaction becomes an effective way to boost their performance (Fakhri & Djastuti, 2015). Another study by Chen (2004) emphasizes that organizational culture, as a system of shared meaning, also affects employee performance. Job satisfaction is also a crucial variable in achieving organizational goals, as a result of effective and successful performance (Robbins, 2006).

Tangerang, as one of the industrial centers in Indonesia, is known for having a number of garment and textile factories that play a significant role in meeting both domestic and international market demands. This city has developed into one of the largest manufacturing hubs in Indonesia, with 240 garment and textile industries (portalkawasanindustry.com, 2024). As a large-scale clothing manufacturer, it demands speed and efficiency in its production processes, with a system where each operator works on a specific part. Products such as shirts, pants, and jackets are then distributed to major retail stores. Based on interviews with employees at garment company X in Tangerang, several key issues affecting employee productivity and job satisfaction were identified as follows: 1)**.**Unclear Vision and Company Goals**:** The issue of unclear vision and objectives often arises, causing employees to feel alienated and disconnected from the company's direction. This can lead to a lack of motivation and commitment to their work, ultimately affecting job satisfaction. 2).Lack of Innovative and Inspiring Leadership**:** An authoritarian leadership style can reduce opportunities for employees to innovate, which may hinder job satisfaction. 3).Organizational Culture that Does Not Support Collaboration**:** A culture that focuses solely on short-term results without considering employee well-being creates a non-conducive work environment. Employees feel undervalued and only perform routine tasks, which reduces their loyalty. 4). Poor Working Environment Conditions**:** An uncomfortable work environment, such as extreme temperatures, poor ventilation, or lack of basic facilities, can affect employee performance. If these issues are left unaddressed, they will result in employee dissatisfaction, which in turn will lower productivity and overall company performance.

Although research highlights the importance of transformational leadership and organizational culture in improving job satisfaction, there is still a lack of studies examining the direct relationship between these three variables in the context of the garment industry. This study aims to explore the role of transformational leadership in shaping a positive organizational culture that enhances job satisfaction, thereby reducing employee turnover rates. It is expected that this research will provide a deeper understanding of the crucial role of transformational leadership in creating a work environment that supports employee productivity and loyalty, particularly in the garment industry.

2. Literatur Review

Transformational Leadership Theory According to James MacGregor Burns in his book *Leadership* (1978), transformational leadership is a process in which leaders and followers inspire each other to achieve higher levels of motivation and morality. In transformational leadership, a leader not only motivates followers to achieve common goals but also works to foster higher moral values such as justice, integrity, and social progress. The key concepts of transformational leadership according to Burns include: 1.Mutual Growth: Transformational leadership occurs when both the leader and followers simultaneously enhance each other's moral values and motivation,

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creating a mutually beneficial relationship. 2. Influence of Vision and Personality: Transformational leaders use a clear vision and strong personality to inspire changes in the behavior and beliefs of their followers, guiding them towards achieving goals that are greater than personal interests. 3.Change and Value Enhancement: Transformational leaders help followers understand higher values, so that they are not only working for results but also for the overall improvement of the quality of life in society. Peter G. Northouse in his book *Leadership: Theory and Practice* (2021) defines transformational leadership as a process in which a leader interacts with followers to build relationships that enhance motivation and morality in both the leader and the followers. According to James MacGregor Burns in his book *Leadership* (1978), transformational leadership is a process in which both the leader and followers inspire each other to achieve higher levels of motivation and morality. In this approach, the leader not only motivates followers to achieve common goals but also strives to instill high moral values such as justice, integrity, and social progress. Burns highlights several key concepts in transformational leadership, including: 1).Mutual Growth:

Transformational leadership occurs when both the leader and followers collectively enhance their moral values and motivation, creating a mutually supportive relationship. 2).Influence of Vision and Personality: Transformational leaders utilize a strong vision and an inspirational personality to drive changes in the behavior and beliefs of followers, guiding them towards goals that surpass individual interests. 3).Change and Value Enhancement: These leaders assist followers in understanding higher values, ensuring that their efforts are not only focused on outcomes but also on improving the overall quality of life in society. Peter G. Northouse in *Leadership: Theory and Practice* (2021) also defines transformational leadership as a process in which a leader interacts with followers to build relationships that enhance motivation and morality in both the leader and the followers. Transformational leaders aim to inspire and transform their followers through clear communication of a vision, effective communication, and attention to individual needs. The goal is to foster positive change within the organization. This leadership style emphasizes the importance of ethical relationships, cooperation, healthy competition, and a focus on collective interests to achieve shared goals (Bass & Riggio, 2006).

Although the motivation of the leader plays a key role in the success of leadership, often leaders of organizations are unaware of the impact of their power or fail to fully implement leadership styles that can inspire and motivate employees. As a result, the potential for improving organizational performance is hindered. Bernard M. Bass, who developed the initial ideas of James MacGregor Burns, introduced the "Transformational Leadership Theory." According to Bass, transformational leadership can be identified through its impact on followers. Leaders with this style are capable of cultivating trust, respect, and admiration from their followers. In the book *Improving Organizational Effectiveness Through Transformational Leadership* (Bass, Avolio, Jung, & Berson, 2003) and the research by Humphreys & Brown (2002), it is explained that transformational leaders have the ability to change the value system of followers so that it aligns with the goals of the organization. This is achieved through the development of four main dimensions of transformational leadership: 1).Charisma (Idealized Influence): Building influence through integrity and role modeling. 2).Inspirational Motivation: Inspiring followers with a clear vision and expectations. 3).Intellectual Stimulation: Encouraging innovation and critical thinking. 4).Individualized Consideration: Paying attention to the personal needs of followers to support their development within the organization.

Organizational Culture

Organizational culture encompasses a set of ideologies, beliefs, and practices that distinguish one organization from another. This culture guides how employees interact, both among themselves and with external parties, and influences their involvement in productive activities. Organizational culture can be defined as a system of shared meanings adopted by the members of an organization, which serves as a distinguishing feature from other organizations. This system consists of values, beliefs, and norms that are valued by the organization, shaping its unique identity (Robbins & Coulter, 2012). In a study by Enno Aldea Akansa et al. (2017), it is explained that organizational culture is a collection of values, beliefs, assumptions, or norms that are agreed upon and followed by members of the organization as behavioral guidelines in addressing issues (Darodjat, 2015:236). According to Sulaksono (2015:8), organizational culture can be analyzed through seven dimensions, which are: a).Innovation and Risk-Taking: The extent to which the organization encourages innovation and taking risks; b).Attention to Detail: The degree to which members focus on and analyze matters in detail; c). Result Orientation: A focus on the outcomes achieved rather than the processes or techniques used; d).People Orientation: Consideration of the

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impact of decisions on members of the organization; e).Team Orientation: The proportion of tasks assigned to teams rather than individuals; f).Aggressiveness: The level of competitiveness and responsiveness of members; g).Stability: The organization's ability to adapt to changes in the environment. Quoting Jatilaksono and Indartono (2016), organizational culture is influenced by six main factors: observed behavior patterns, norms, dominant values, philosophy, rules, and organizational climate. Oktarina et al. (2019) add that the quality of organizational culture can be measured through ten indicators: individual initiative, tolerance for risk, direction, integration, management support, control, identity, reward systems, tolerance for conflict, and communication patterns.

Job Satisfaction

Employee job satisfaction reflects their feelings and perceptions about their work, illustrating the dynamics between those who care about the work environment and those who perform their duties. Job satisfaction can be achieved through positive feelings such as pride, contentment, and accomplishment in work (Irbayuni, 2012). Studies by Bakotić and Fisković (2013) and Darmawati, Hidayati, and S (2013) show that employees who feel happy are more likely to be productive and engaged in their work. When workers are satisfied with their roles, they are more likely to contribute to the achievement of organizational goals (Siregar and Nadeak, 2011), which states that an employee will feel happy in their job if their expectations are met or even exceeded. Sutrisno (2014) argues that companies that provide employees with opportunities to participate in organizational activities will experience increased productivity and work enthusiasm. Malik, Danish, and Munir (2012) add that job satisfaction is closely related to performance and compensation levels, which are influenced by talent, ability, and personal characteristics. The level of job satisfaction indicates how happy or dissatisfied employees are with their work (Tunjungsari, 2011). Research in 2004 showed that workers' attitudes toward their jobs could be either positive or negative. Ali Shurbagi and Zahari (2014) argue that an individual's positive and negative feelings toward their job shape their level of job satisfaction. Zainal, Hadad, and Ramly (2017) define job satisfaction as employees' perception of the extent to which their job meets their needs. Kusmaningtyas (2013) states that the level of job satisfaction is directly related to how well employees' needs and desires are met while working. Mathis (2006:121) explains that job satisfaction is a positive emotional state derived from evaluating an individual's work experience. The job satisfaction indicators used in this study include salary and wages, job type, coworkers, promotion, and supervision (Luthans, 2006).

Turnover Intention

Turnover intention is a form of withdrawal behavior in the workplace, but it is also an individual's right to choose whether to remain employed or leave the company. This behavior is not always negative, as an employee may wish to seek better opportunities elsewhere or may be unable to tolerate the current working conditions (Yulianto, 2001). Manullang (1994) categorized the causes of turnover into three main categories: company desires (due to employees being deemed unproductive), personal desires (employees' own intention to leave), and other reasons (such as the expiration of a contract). Based on its function, there are two types of turnover: functional and dysfunctional (Robbins, 2003). Turnover is considered functional if the departure of employees (voluntarily) benefits the organization, for example, if unproductive employees leave during an economic downturn, thus saving costs, or if it creates promotional opportunities for other employees. On the other hand, dysfunctional turnover occurs when an employee's departure results in a loss to the organization, especially if the employee leaving is a potential talent (Yulianto, 2001). This research highlights voluntary and dysfunctional turnover as well as the efforts to manage it. Turnover is considered a problem due to several of its negative impacts, such as costs, performance, social communication patterns, reduced work morale, rigid control strategies, and the opportunity cost of strategies. However, Yulianto (2001) also mentioned the positive impacts of turnover, such as organizational renewal, reduced conflicts, and increased individual self-confidence.

Based on the above explanation, the researcher has formulated the following hypotheses:

Hypothesis 1: Transformational Leadership has a significant positive effect on Turnover Intention.

Hypothesis 2: Organizational Culture has a significant positive effect on Turnover Intention. Hypothesis 3: Job Satisfaction has a significant positive effect on Turnover Intention.

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3. Research Method

This study uses an explanatory survey method, which aims to explain the causal relationship between the variables being studied through hypothesis testing. The relationships between the variables in this study are causal, where the independent variables influence the dependent variables. This explanatory research refers to hypotheses that will be tested based on the observed phenomena, specifically among the permanent employees of garment company X, totaling 150 people. The sampling method used is the saturated sampling method, as referenced by Antwi and Hamza (2015). The goal of this study is to understand and evaluate in more depth variables such as Transformational Leadership, Organizational Culture, and Employee Job Satisfaction, making the study both descriptive and verificative in nature. Descriptive analysis is used to explain the characteristics of the independent and dependent variables based on related theories, such as Transformational Leadership, Organizational Culture, and Employee Job Satisfaction at garment company X. Meanwhile, verificative analysis is conducted to test the hypotheses using statistical tools as per the guidelines of Uma Sekaran (2006). This verificative research aims to confirm the truth of the hypotheses through data collected in the field. The analysis technique used is Structural Equation Modeling (SEM) with the Smart PLS 4.0 software. SEM is a multivariate data analysis technique that combines path analysis with factor analysis, as explained by Hair, J.F. and R.F. Anderson (1995).

The research constellation to be tested is shown in Figure 1, below:

Figure 1.
Research Constellation
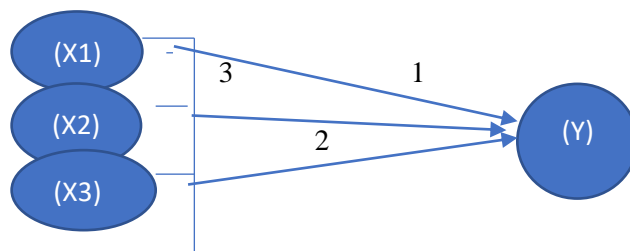
Data processed, 2024.

RESULT AND DISCUSSION
Descriptive Analysis

The descriptive analysis aims to provide an overview of the characteristics of the respondents, the distribution of research variables, and the employees' perceptions of transformational leadership, organizational culture, job satisfaction, and turnover intention at garment company X. This study involves 150 respondents, who are permanent employees of garment company X. Below is the demographic profile of the respondents:

Table 1. Respondent Characteristics

Responden Age	Gender	Length of Employment	Highest Education
• Age 18-24 Year: 20% (30 respondens). • Age 25-35 Year: 58% (87 respondens). • Age 36-45 year: 17% (25 respondens). • Age over 45 years: 5% (8 respondens).	• Male: 40% (60 respondens). • Female: 60% (90 respondens).	• Less than 1 year : 10% (15 respondens). • 1-3 year: 25% (38 respondens). • 3-5 year: 45% (67 respondens). • More than 5 years: 20% (30 respondens).	• High School: 70% (105 respondens). • Diploma: 20% (30 respondens). • Bachelor's Degree (S1): 10% (15 responden).

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Transformasional Leadership

Transformational leadership is assessed based on the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The average score is 3.8 (good category). The idealized influence dimension has the highest score (4.1), indicating that employees feel their leader provides a strong role model. Meanwhile, the intellectual stimulation dimension has the lowest score (3.5), suggesting that there is a need for improvement in encouraging employee creativity.

Organizational Culture

Organizational culture is measured based on the values and work norms prevailing in the company. The organizational culture has an average score of 3.6 (moderate category). The teamwork dimension has the highest score (3.9), indicating that collaboration among employees is relatively good. Meanwhile, the innovativeness dimension has the lowest score (3.2), indicating that improvements are needed in fostering innovation within the work environment.

Job Satisfaction

Job satisfaction is assessed based on aspects of the job itself, relationships with coworkers, and compensation. The average score of 3.7 indicates a moderate level of satisfaction. The job aspect itself has the highest score (4.0), suggesting that employees enjoy the nature of their work. On the other hand, the compensation aspect has the lowest score (3.4), indicating dissatisfaction with salaries and benefits.

Turnover Intention

Turnover intention is measured based on employees' intention to leave the company in the short or long term. This variable has an average score of 2.9 (low category). About 20% of respondents indicated a high intention to leave within the next 6 months. Most respondents are in the productive age group (25-35 years) with 3-5 years of service, indicating workforce stability in the company. The organizational culture is at a moderate level, with indications that improvements are needed in the area of innovation. Job satisfaction is fairly good, but there are signs of dissatisfaction with compensation, which is an important area for human resource management attention. Turnover intention is generally low, but the company should remain vigilant about the small group of employees who intend to leave in the near future.

Hypothesis Testing

This study analyzes the relationships and influences between variables through a structural model and hypothesis testing using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software.

1.Instrument Validity and Reliability Testing

The model evaluation (goodness of fit) is performed by evaluating the measurement model or outer model. The model is considered valid and able to reflect its latent variables if the loading factor is greater than or at least 0.4, and the t-statistic is greater than 1.6 or the p-value is less than 0.05. All indicators have values greater than > 0.7, meeting the requirements for convergent validity. To ensure that the latent variables have good reliability and validity, the Composite Reliability (CR) and Average Variance Extracted (AVE) values are used. A construct or latent variable is considered reliable and valid if the CR value is greater than 0.6 and the AVE value is greater than 0.5. All AVE values are greater than > 0.5 based on the data analysis, thus meeting the criteria for convergent validity.

2.Structural Model (Inner Model)

Structural model testing includes R-Square and path coefficients to evaluate the relationships between variables. The R-Square value for the Job Satisfaction variable is 0.65, indicating that 65% of the variability in job satisfaction is explained by transformational leadership and organizational culture. Meanwhile, the Turnover Intention variable has an (R-Square) value of 0.34, indicating that 34% of the variability in turnover intention is explained by organizational culture.

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The testing is conducted using path coefficients and p-values, as presented in the following table:

Hipotesis	Path Coefficient	t-Statistic	p-Value	Kesimpulan
H1: Transformational Leadership → Job Satisfaction	0,425	6,12	0,000	Significant positive relationship
H2: Transformational Leadership → Job Satisfaction	0,403	5,85	0,000	Significant positive influence
H3: Budaya Organisasi → Kepuasan Kerja	0,290	3,15	0,012	Significant positive influence
H4: Budaya Organisasi → Turnover Intention	0,290	3,15	0,012	Significant positive influence

Mediasi Budaya Organisasi dan Goodness of Fit (GoF)

To test the mediating role of organizational culture, an analysis of the indirect effect was conducted. The indirect effect of Transformational Leadership on Job Satisfaction through Organizational Culture is as follows: The path coefficient is 0.160, with a t-statistic of 3.45 and a p-value of 0.001. The results indicate that organizational culture significantly mediates the relationship between transformational leadership and job satisfaction. Meanwhile, the Goodness of Fit is evaluated using the Standardized Root Mean Square Residual (SRMR). The SRMR value is 0.048 (< 0.08), indicating that the model fits well with a good category in this study.

DISCUSSION

The Relationship between Transformational Leadership and Job Satisfaction

Transformational leadership style has a significant relationship and influence on job satisfaction. Leaders who provide role models, motivation, and individual attention can enhance employee satisfaction. Transformational leadership plays a crucial role in improving employee job satisfaction. Leaders with this style are known for their ability to inspire and motivate. Leaders who can motivate employees with a clear vision create a higher level of work enthusiasm. This helps employees feel that their work has greater meaning, thereby increasing job satisfaction. Through the dimension of intellectual stimulation, leaders encourage employees to think outside the box, creating a dynamic and challenging work environment. Leadership that addresses employees' individual needs, such as supporting career development or recognizing contributions, makes employees feel valued. The results of this study are consistent with previous theories that show transformational leadership creates a positive emotional bond between leaders and employees, leading to increased job satisfaction. Based on these findings, the company needs to develop transformational leadership skills through training and mentoring, so that leaders can become role models capable of building harmonious and productive working relationships.

The Influence of Organizational Culture on Job Satisfaction

A strong organizational culture, particularly one that encourages teamwork, significantly contributes to job satisfaction. However, the lack of innovation within the company culture remains a challenge. A strong and adaptive organizational culture plays a crucial role in creating a work environment that supports employee well-being. This study shows that the dimension of Collaboration (Teamwork) a culture that promotes team cooperation and open communication—enhances the sense of ownership among employees, thereby increasing job satisfaction. When the organizational culture aligns with employees' personal values, they tend to feel more comfortable and motivated in their work. A culture that encourages innovation creates a positive challenge for employees, though in this study, innovation emerged as a dimension that requires more attention. These findings support the view that a positive organizational culture enhances various aspects of job satisfaction, such as relationships among

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colleagues, recognition, and job stability. Companies need to strengthen inclusive, collaborative, and innovative cultural values to create a work environment that supports long-term job satisfaction.

Organizational Culture and Turnover Intention

Organizational culture has a positive influence on turnover intention. This suggests that a culture that is not adaptive or does not meet employees' expectations can drive them to consider leaving the company. The study found that organizational culture also influences employees' turnover intention. This relationship occurs through mechanisms such as value and expectation misalignment, lack of support and recognition, and stagnation of innovation.

When employees feel that the organizational culture is not in line with their values, frustration arises, which can trigger the intention to leave the company. A culture that provides little appreciation for employees' contributions or fails to support career development increases dissatisfaction, ultimately leading to turnover intention. A culture lacking innovation may cause employees to feel that their self-development opportunities are limited, prompting them to seek opportunities elsewhere. These findings indicate that turnover intention is not only influenced by individual factors but also by organizational factors, such as culture. Therefore, companies need to evaluate and improve aspects of organizational culture that can trigger turnover intention, such as creating space for innovation, offering recognition, and supporting career development.

The Mediating Role of Organizationa Culture

Organizational culture mediates the relationship between transformational leadership and job satisfaction, emphasizing that effective leadership requires the support of a strong organizational culture to create an optimal work environment. This study shows that organizational culture mediates the relationship between transformational leadership and job satisfaction. Transformational leadership will only have a maximum impact if supported by a conducive organizational culture. For example, a leader who encourages innovation will be more effective if the organizational culture supports creative ideas and rewards innovation. A collaborative and inclusive culture strengthens the positive emotional bond between leaders and employees, ultimately enhancing job satisfaction. These results are consistent with the literature, which states that organizational culture is a crucial mechanism that links leadership style with employee outcomes. Based on these findings, the company needs to ensure that the values of organizational culture align with the transformational leadership style to create positive synergy for employees.

Conslusion

The transformational leadership style, characterized by the leader's ability to provide motivation, inspiration, individual attention, and encourage creativity, has been shown to enhance employee job satisfaction. This indicates that leaders with transformational characteristics can create a more productive and harmonious work environment.

A supportive organizational culture, particularly one that prioritizes teamwork and openness, has a positive relationship with job satisfaction. However, an organizational culture that lacks innovation can be a challenge in meeting employee expectations. The findings show that an organizational culture that is not adaptive or does not align with employees' values increases their intention to leave the company (turnover intention). This serves as a warning for the company to continuously review and improve the organizational culture to align with employee needs. Effective transformational leadership cannot work optimally without the support of a strong organizational culture. Organizational culture acts as an essential link in creating job satisfaction through transformational leadership.

Recommendations

The company should provide leadership training for managers and supervisors to develop transformational skills, such as motivating and giving attention to each individual employee. Future research could explore other factors, such as organizational commitment or work-life balance, that may influence job satisfaction and turnover intention.

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